

Hello everyone.

This little gem is just a copy of the CD included with the Dilbert 2.0 - 20 Years of Dilbert book, and include

The CD itself got "Cartoons published after the cut-off date on this DVD can be viewed at www.dilbert.com

But enjoy all the Dilbert strips, and remember, if you like it, buy the book at amazon.com, amazon.co.uk, or

data9724

I HIRED THE 'BAIT
AND SWITCH'
CONSULTING GROUP
BECAUSE THEY'RE
SO SMART.



I'M ASSIGNING
EDDIE TO WORK
ON YOUR ACCOUNT.
YOU WILL NEVER
SEE ME AGAIN.



SO, WHAT IS
IT THAT YOU
DO HERE?





DILBERT®

BY

SCOTT ADAMS



E-mail: SCOTTADAMS@AOL.COM

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DOGBERT CONSULTS

YOU NEED TO DO
DATA MINING
TO UNCOVER
HIDDEN SALES
TRENDS.



IF YOU MINE THE
DATA HARD
ENOUGH, YOU CAN
ALSO FIND
MESSAGES FROM
GOD.



...SALES TO LEFT-
HANDED SQUIRRELS
ARE UP...AND GOD
SAYS YOUR TIE
DOESN'T GO WITH
THAT SHIRT.



DOGBERT CONSULTS

MY DATA-MINING
SOFTWARE HAS
FOUND ANOTHER
MESSAGE
FROM GOD.

IT SAYS YOU'VE
BEEN STEALING
LUNCHES FROM THE
REFRIGERATOR IN
THE BREAK
ROOM.

THEN IT SAYS,
'HA HA, THAT
WASN'T PUDDING!'

www.dilbert.com scottadam@aol.com

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OUR CONSULTANT
HAS BEEN MINING
DATA ALL DAY.

THE RESULTS
ARE QUITE
SHOCKING.



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ACCORDING TO
THE DATA, SALES
ARE ALWAYS
HIGHEST WHEN
I DO THIS...



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THE DATA MINER

EUREKA! I
FOUND A
CORRELATION.



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WHEN YOU'RE ON
VACATION, ALL
YOUR EMPLOYEES
TELECOMMUTE.

THEY
DO?



AND 100% OF ALL
EXPENSE VOUCHERS
ARE SIGNED WHEN
YOU'RE OUT SICK.

WE HAVE
VOUCHERS?



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ASOK, YOUR BONUS
IS ONLY 5% THIS
YEAR. DON'T FEEL
BAD; I ONLY GOT
5% TOO.



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BUT 5% OF YOUR
SALARY IS FOUR
TIMES MORE THAN
5% OF MY
SALARY.



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MAY I
FEEL
BAD
ABOUT
THAT?



SURE.
GO
WILD!



A black and white comic strip panel showing Dilbert standing at his desk. He is looking down at his belly button with a thoughtful expression. A large thought bubble above him contains the text.

I'VE GOT A GOOD
CROP OF LINT IN
MY BELLY BUTTON
TODAY.

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A black and white comic strip panel showing Dilbert standing and looking towards his desk. He has a thoughtful expression. A large thought bubble above him contains the text.

I'LL LEAVE IT
ON DILBERT'S
KEYBOARD.

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A black and white comic strip panel showing Dilbert standing at his desk, looking at his computer monitor. He has a thoughtful expression. A large thought bubble above him contains the text.

I WONDER IF
THERE'S SUCH A
THING AS MANAG-
ING TOO MUCH BY
INSTINCT.



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I COMPLETED ALL
MY ASSIGNMENTS.
HOW MAY I BE OF
SERVICE NOW?



I THINK I HAVE
SOMETHING IN
HERE.



MY OTHER
ASSIGNMENTS
WERE ON
WRINKLED
PAPER, TOO.



MISTER CATBERT,
COULD YOU HELP ME
SEE THE RELEVANCE
OF MY WORK TO THE
WELL-BEING OF
SOCIETY?



YOUR SHUFFLING
OF UNIMPORTANT
DOCUMENTS HELPS
THE AIR
CIRCULATE.



ALL OF MY
DOCUMENTS
ARE E-MAIL.



CAROL, YOU
PARKED IN MY
RESERVED SPACE.



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I SCHEDULED
YOU TO DRIVE
TO MEETINGS
ALL DAY.

OH.



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TOMORROW I
MOVE MY STUFF
INTO HIS OFFICE
AND THE COUP
IS COMPLETE.



WHEN YOU FINISH
THIS, I HAVE MORE
ASSIGNMENTS FOR
YOU.



CAROL, YOU'RE THE
BOSS'S SECRETARY,
NOT MY BOSS. AND
THIS IS A PAGE
FROM A MAGA-
ZINE.



KEEP
UP THE
GOOD
WORK.



YOU DIDN'T
LISTEN. THAT
CAN ONLY
MEAN YOU'RE
MY NEW BOSS.



LOOK WHO'S BACK
EARLY FROM HIS
BUSINESS TRIP.

HOW DID
IT GO?

EXCELLENT! I WON
EVERY MEETING
BY DEFAULT. THE
OTHER SIDE NEVER
SHOWED UP.

DID YOU KNOW YOUR
SECRETARY USES
YOUR OFFICE
WHEN YOU'RE
GONE?

FOR
WHAT?

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HEY ALICE, WHAT
ARE YOU EATING?
LET ME HAVE A
SNIFF.

SNIFF!

MY LETTUCE
IS GONE!



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BY

SCOTT ADAMS

ASOK, CAN YOU
HELP ME INSTALL
AN ETHERNET
CARD?

TINA. I AM NOT
YOUR PERSONAL
TECH SUPPORT.

BUT YOU KNOW
HOW TO DO IT
AND I DON'T.

WELL... THAT
IS TRUE.

COULD YOU CARRY
THE PC TO MY NEW
CUBICLE? IT'S TOO
HEAVY FOR
ME.

SOMEDAY I'LL
REPAY YOU BY
TEACHING YOU
ABOUT SEMI-
COLONS.

HOW COME I HAVE
MANY USEFUL
SKILLS AND YOU
HAVE NONE?

I GUESS I'M
JUST LUCKY.

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MISTER DOGBERT
WILL BE CEO OF
OUR FINANCIAL
SUBSIDIARY.

MY GOAL IS ONE
MILLION VICTIMS
IN THE FIRST
YEAR.

THEN I'LL DO SOME
CROSS-SELLING,
WHICH I PREFER TO
CALL "BAYONETTING
THE SURVIVORS."

THIS INVESTMENT
COMBINES THE BEST
FEATURES OF AN
ANNUITY PLUS A

TWENTY-YEAR
CAR LEASE.

HOW CAN I TELL
IF THERE ARE
HIDDEN FEES?

YOU CAN PAY
ME 1% PER
YEAR TO
ADVISE YOU.

WOULDN'T THAT BE
LIKE PAYING A
BURGLAR TO GUARD
MY HOUSE?

EXCUSE ME
WHILE I
WAG.

WOW! THE DOGBERT
INVESTMENT FUND
HAS HIGHER FEES
THAN ANY OTHER!

IT'S TRUE!

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THAT'S HOW
YOU CAN TELL
IT'S THE BEST
FUND.

I'M
IN.

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ARE YOU
DIVERSIFIED?

YES, I HAVE
SUCKERS OF
ALL TYPES.

DOGBERT INVESTMENTS

FOR A 1% ANNUAL
FEE I WILL INVEST
YOUR MONEY WITH
A CERTIFIED
FINANCIAL
PLANNER.

HE'LL CHARGE 1%
PER YEAR TO PUT
YOUR MONEY IN
MUTUAL FUNDS
THAT CHARGE 1%
PER YEAR.

WILL I
MAKE
ANY
MONEY?

I DON'T
SEE YOU
DOING
ANY OF
THE WORK.

DOGBERT INVESTMENTS

SO, YOU CHARGE A
FEE EVERY YEAR
EVEN IF YOU DO
NOTHING?



IT TAKES YEARS
OF TRAINING TO
KNOW WHEN TO
DO NOTHING.



I GUESS
THAT
MAKES
SENSE.



HERE'S
MY BILL
FOR NOT
REMOVING
YOUR
TONSILS.



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DOGBERT INVESTMENTS

BEFORE I INVEST
IN A STOCK, I
TALK TO THE
MANAGEMENT
IN PERSON.



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WHAT GOOD IS
THAT? THEY'RE
ALL HUGE LIARS.



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YOU BELIEVE
I REALLY
TALK TO THEM,
RIGHT?

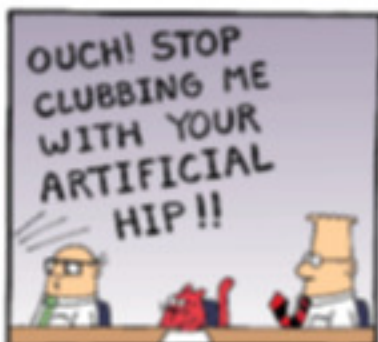
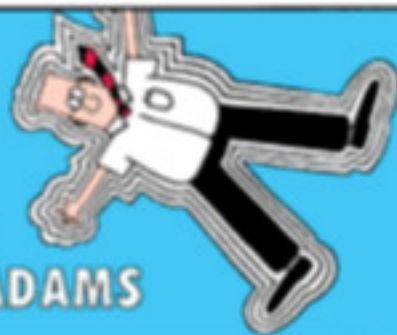




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FROM NOW ON,
ALL TEAMS WILL BE
FORMED ON THE
BASIS OF MYERS-
BRIGGS PERSONALITY
TYPES.



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IF YOU DO NOT
HAVE A PERSON-
ALITY, ONE WILL
BE ASSIGNED TO
YOU BY HUMAN
RESOURCES.



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WE NEED A QUIET
DUMB GUY TO
PAIR WITH AN
EXTROVERTED
THINKER.



I HAVE THE RESULTS
OF YOUR MYERS-
BRIGGS PERSONALITY
TEST.



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YOU'VE BEEN
CLASSIFIED AS
A "PHB."



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THERE'S A FOURTH
LETTER, BUT THAT
WAS FOR AN
EXPLETIVE.



IN THIS WEEK'S
WALLY REPORT, I'LL
DISCUSS A SERIOUS
THREAT TO MY
PRODUCTIVITY.

BY TUESDAY MY
BRAIN WAS SO
FULL THAT I HAD
TO FORGET THINGS
TO MAKE ROOM
FOR NEW THINGS.

WALLY,
I HAVE
SOME
INFOR-
MATION
FOR YOU.

GREAT.
I'LL JUST
FORGET
THE FIFTH
GRADE.

ED, THE EXPERTS SAY
MANAGERS SHOULD
OVER-COMMUNICATE
DURING TIMES OF
UNCERTAINTY.



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YOU'RE FIRED,
YOU'RE FIRED,
YOU'RE FIRED,
YOU'RE FIRED,
YOU'RE FIRED!



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I'LL COME BACK IN
TEN MINUTES TO
DO THAT AGAIN.



I'M STUCK IN AN
ASSIGNMENT THAT
HAS NO HOPE OF
SUCCEEDING.

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HA HA
HA HA
HA

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CAN I
HAVE THE
FIRST BITE
OF OUR
SANDWICH?

I'M STRESSED OUT
ABOUT WORK. MAYBE
I'D FEEL BETTER IF
I VERBALLY ABUSED
A CO-WORKER.



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YOU WORTHLESS
PIECE OF
MONKEY SPIT!



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DANG. I WAS
GOING TO USE
THAT ONE.





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MY ANTI- SPAM
SOFTWARE IS
COMPLETE.

IT CHECKS MY
INCOMING E-MAIL
FOR KEY WORDS.

THEN IT DELETES
ANYTHING THAT
LOOKS LIKE AN
ADVERTISEMENT.

SUPPOSE A
BEAUTIFUL WOMAN
SENDS YOU A
MESSAGE
SAYING ...

"I AM A MODEL
FOR VICTORIA'S
SECRET. I WANT
TO DATE YOU ON
MY SAILBOAT."

BUT SHE SPELLS
SAIL S-A-L-E.

WHAT
THEN?

WHAT'S SHE
WEARING?

ANOTHER COMPANY
OFFERED ME TWENTY
PERCENT MORE.

WILL YOU
MATCH IT?

NO, I PREFER TO
HIRE SOMEONE
WHO IS LOYAL,
EVEN IF I HAVE
TO PAY FORTY
PERCENT MORE.

MANAGING IS
SUPPOSED TO BE
A SCIENCE!

MY MIME
WALL BLOCKS
YOUR
SOUND.

I KNOW I COULD
EARN MORE
MONEY AT ANOTHER
COMPANY.

SO WHY DO
I STAY?

MAYBE THE COFFEE
IS GOOD AND YOU
ENJOY WATCHING
THE ANTICS OF
FEEBLE, UNAWARE
LOSERS.

NO, I
DON'T
THINK
THAT'S...

THIS
COFFEE
IS GOOD.

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SHOULD I STAY AT
MY CURRENT JOB
WHERE THE COMMUTE
IS EASY?

OR SHOULD I RISK
EVERYTHING AND
JOIN A FAST-
PACED START-UP
COMPANY?

I JOINED A FAST-
PACED START-UP
COMPANY WHILE
YOU WERE YAKKING.

MINE
WENT
IPO.

IF I QUIT I'LL LOSE
SOME UNVESTED
STOCK. THAT'S WHY
I'M WILLING TO

SUFFER
MY JOB.



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A NORMAL BRAIN
IRRATIONALLY
PUTS MORE WEIGHT
ON A SMALL LOSS
THAN A HUGE
OPPORTUNITY.



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BUT NOW
THAT YOU
EXPLAINED
IT...

NOW
YOU'RE
JUST
STUPID.



I CAN'T DO ANY-
THING BECAUSE
I'M ALWAYS WAIT-
ING FOR SOMEONE
ELSE.



AND YOU CAN'T
QUIT BECAUSE
YOUR STOCK ISN'T
VESTED.



AM
I IN
HECK?



NO, I'M JUST
WORKING
THE OVER-
FLOW FROM
LIMBO.



Limbo

a division
of Heck

STEP
INSIDE.

YOU'LL BE SITTING
IN THE CAREER
LIMBO SECTION.

GOOD-
BYE.

PLEASE
WAIT TO
BE SEATED

JEEPERS! THE
SERVICE HERE
IS TERRIBLE!

PLEASE
WAIT TO
BE SEATED



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MY TESTS PROVE
OUR PRODUCT IS
DEFECTIVE.



Email: SCOTT@ADAMS.COM

CUSTOMERS
EXPECT DELIVERY
TOMORROW.



OUR CORPORATE
PHILOSOPHY IS
"QUALITY IS OUR
PRIMARY GOAL."



SO... YOU WANT ME
TO DELAY SHIPMENT
UNTIL WE FIX THE
PROBLEMS?

NO.



I WANT YOU TO
SHIP NOW SO WE
CAN BOOK THE
REVENUE.



GAAA! THAT'S THE
OPPOSITE OF OUR
PHILOSOPHY !!!



NOW YOU KNOW
WHY THERE
AREN'T ANY RICH
PHILOSOPHERS.



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THERE USED TO BE
ONE. BUT HE
BELIEVED I WAS A
SWISS BANK.



I NEED TO SEE A
WEB SITE THAT'S
BLOCKED BY OUR
I.S. GROUP.



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SUBMIT A BUSINESS
CASE TO THE WEB
PRODUCTIVITY
AND SECURITY
COMMITTEE.



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HEY, BRO,
WHERE'S YOUR
SHELL? THIS
AIN'T CASUAL
DAY.



WOW! YOU'VE
DEVELOPED EIGHT
PATENTABLE
IDEAS, ASOK.



WE'LL HAVE TO
BURY THEM OR
ELSE IT WILL
LOOK LIKE WE
HAVE TOO MUCH
FREE TIME.



THEN I SAID,
"LITERALLY?"
AND THEN HE
SAID...



COME TO THE VP'S
OFFICE WITH ME.
YOU NEED TO GET
SOME FACE TIME.

WHAT
IS FACE
TIME?

IT'S VERY
IMPORT-
ANT.

AND THIS IS YOU
ASKING FOR A
RAISE.

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I'LL GET THIS
INFORMATION
FOR YOU.



NO YOU WON'T.
YOU'LL WAIT UNTIL
I HUNT YOU DOWN
AND THEN YOU'LL
SAY YOU WERE
TOO BUSY.



TODAY I STARTED
HATING PEOPLE
IN ADVANCE.

IT SAVES
TIME.



DILBERT, YOU'VE
BECOME TOO AWARE
OF REALITY. I'M
SENDING YOU TO
"CYNICS ANONYMOUS."



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A HIGHER POWER
WILL HELP YOU
REGAIN THE NAIVE
OPTIMISM THAT
ONCE MADE YOU A
PERFECT EMPLOYEE.



WHY CAN'T THE
HIGHER POWER
CHANGE ME WHILE
I'M SITTING
HERE?



FLUORESCENT
LIGHTS BLOCK
HIS POWER.



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CYNICS ANONYMOUS

MY COMPANY SENT
ME HERE TO REGAIN
MY NAIVE SENSE OF
TRUST.



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ALL IN FAVOR OF
USING DILBERT'S
COMPANY-PAID
DUES ON BEER.
SAY AYE.



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MAKE SURE YOU
SIGN UP FOR
OUR GAMBLING
CRUISE.





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THE NEW POLICY
SAYS YOU MUST
DRIVE CAREFULLY
WHILE USING CELL
PHONES.



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THIS POLICY IS
JUST IN TIME. I HAD
PLANNED TO DRIVE
INTO A TREE.



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IS THERE ANY-
THING THERE
ABOUT HANDLING
POISONOUS
SNAKES?



YIKES! OUR
CEO IS SELLING
HIS STOCK!



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DON'T WORRY.
IT'S ROUTINE
DIVERSIFICA-
TION OF HIS
PORTFOLIO.



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OH... I GUESS
THAT'S OKAY.



SELL, SELL,
SELL.



DOGBERT CONSULTS

MANAGEMENT IS
LIKE AN ORGANISM
THAT NEEDS TO
SURVIVE AND
GROW.



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EMPLOYEES
ARE YOUR
FERTILIZER.



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SO I'M LIKE A WELL-
FERTILIZED PLANT?

NO, AND
SADLY,
WEASELS
DON'T NEED
FERTILIZER.



LET ME DO ALL THE
TALKING TO THE
CUSTOMER.

CHECK!

YOU'D BETTER MAKE
UP YOUR MIND
FAST. WE PLAN TO
DISCONTINUE THAT
PRODUCT ANY DAY.

WELL, EXCUSE ME
FOR TRYING TO
FILL A LULL IN
THE CONVERSATION.

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HE'S ON THE PHONE.
YOU'LL HAVE TO
STAND HERE AND
WAIT.



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DON'T LEAVE.
DON'T MAKE
NOISE. DON'T
TRY TALKING
TO ME.



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ARM HAIR
LX-943 IS
GROWING
NICELY.



I CREATED A
PRISON MORSE
CODE SO WE CAN
COMMUNICATE
DURING THE DAY.



TAP YOUR SECRET
MESSAGES ON
THE CUBICLE
WALL.



I SENT
YOU EM
AIL





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OUR DIVISION
IS UNUSUALLY
PROFITABLE
THIS YEAR.

THAT MEANS OUR
TARGETS FOR NEXT
YEAR WILL BE SET
IMPOSSIBLY HIGH.

OUR ONLY HOPE
OF REACHING OUR
PROFIT TARGET
NEXT YEAR...

... IS TO SABOTAGE
PROFITS FOR THE
REST OF THIS YEAR.

IT'S TOO LATE TO
STOP CUSTOMERS
FROM BUYING
OUR PRODUCTS.

SO WE'LL FOCUS
ON INCREASING
OUR WASTEFUL
SPENDING.

WALLY, I'M
SENDING YOU
TO A LEADER-
SHIP TRAINING
CLASS.

DID YOU EVER
STICK OUT YOUR
COFFEE MUG AND
JUST FOLLOW
WHERE IT
TOOK YOU?

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MY NAME IS
PAUL TERGEIST.

ERROR

I HAVE A WAY
WITH TECHNOLOGY.

SYSTEM
FAILURE

HAVE YOU MET YOUR
NEW LAB PARTNER?

MY PEN IS
HOVERING!

THIS TECHNOLOGY
WILL WORK OR MY
NAME ISN'T
PAUL TERGEIST.



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I WISH I HAD A
NICKEL FOR
EVERY TIME THAT
HAPPENED TO A
CO-WORKER.



PUT TOGETHER A
DEMO OF OUR NEW
PRODUCT. OUR
CEO WANTS TO
SEE IT.



MY PARTNER IS
CHANNELING THE
ANGRY ENERGY
OF A THOUSAND
DEAD SOULS.



WHY CAN'T
YOU BE MORE
LIKE THAT?



THE TECHNOLOGY DEMO

THE SOFTWARE
ISN'T 100%
COMPLETE.



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IF IT HAD A USER
INTERFACE YOU
WOULD SEE SOME-
THING HERE...
HERE...AND SOME-
TIMES HERE.



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AND THEN YOU'D
BE SAYING, "I
GOTTA GET ME
SOME OF THAT."

ANY
QUESTIONS?



I'M PLANNING TO
GIVE WORTHLESS
AWARDS TO FAMOUS
PEOPLE.



IF ENOUGH
CELEBRITIES
COME TO THE
AWARD CEREMONY,
IT WILL BECOME
PRESTIGIOUS.

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I'VE NEVER HEARD
OF THE DOGBERT
GULLIBILITY
AWARD, BUT IT'S
AN HONOR TO BE
NOMINATED.



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THE LIFETIME
GULLIBILITY
AWARD GOES TO
BOB FLABEAU.



I WOULD READ
BOB'S BIOGRAPHY
BUT IT'S COMPRISED
ENTIRELY OF FALSE
MEMORIES PLANTED
BY HIS HERBAL
THERAPIST.



IT LOOKS LIKE A
STICK BUT IT'S
SOLID GOLD.

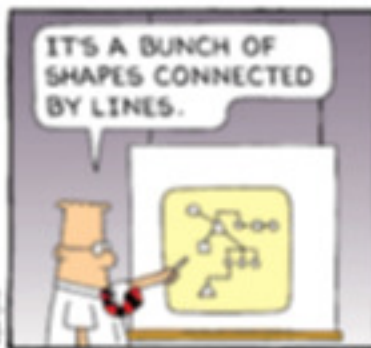
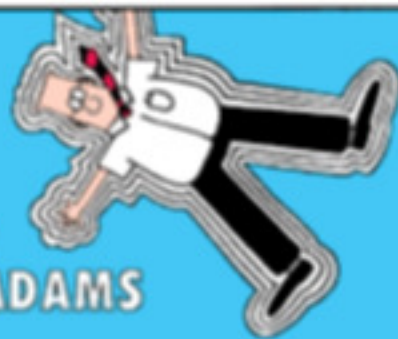
WOW!



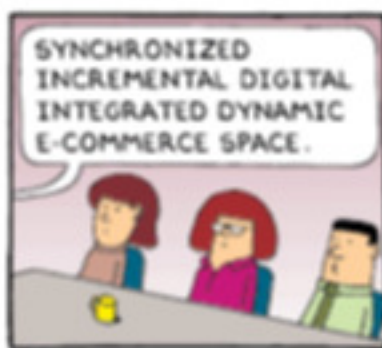


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I CAN'T MEET
NEXT TUESDAY
BECAUSE THAT'S
A B.V. DAY.

B.V.?

BOSS VACATION.

I DON'T NEED TO
PRETEND I'M
WORKING THAT
DAY.

AND ON
WEDNESDAY
I'LL BE WALKING
AROUND ALL DAY
WITH A BINDER.

DID YOU DO
ANY ACTION
ITEMS THIS
WEEK?

I GATHERED COSTS
FOR A STRATEGY
WE HAD ALREADY
DECIDED NOT TO
USE.

THAT
HELPS
THE OL'
GNP.

I'M NOT
GIVING
BACK YOUR
TUITION
MONEY.



TED RESIGNED.
YOUR JOB IS
TO FIND OUT
WHERE HE HID
HIS FILES.



OUR ONLY
CLUE IS THAT
HE WAS
DISGRUNTLED.



NEGATORY ON
PORCELAIN
PATTY.

I HAVE FOUND
WHERE TED HID
HIS FILES
BEFORE HE QUIT.



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A SKELETON!

I KNOW WHAT
I MUST DO.



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WHO'S
THE
BABE?

STAY
AWAY,
HOME-
WRECKER.



ASOK, IT'S AGAINST
COMPANY POLICY TO
DATE A SKELETON
YOU FOUND IN A
CLOSET.



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WE'RE JUST
FRIENDS! I
SWEAR!



EEH
EEH



IT'S JUST AS
WELL; I THINK
I CHIPPED A
TOOTH.



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WE CAN'T MAKE
ENOUGH OF OUR
PRODUCT TO
MEET DEMAND.



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OUR NEW STRATEGY
IS TO BE MORE
ARROGANT. WE
HOPE THAT WILL
LOWER DEMAND.



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CAN YOU TEACH ME
TO BE ARROGANT?



BAH!





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CATBERT: EVIL H.R. DIRECTOR

WE'VE DECIDED TO
GIVE YOU A NEW
PERSONALITY.



WHAT?

WHY?



YOUR CURRENT
PERSONALITY IS
NON-STANDARD.



YOU MUST CHOOSE
ONE OF THE APPROVED
CORPORATE
PERSONALITIES.



THE CHOICES ARE
SYCOPHANT, GLAD-
HANDER, SADIST,
QUANTOID, PRIMA
DONNA, EMPTY SUIT
OR WHINING MISFIT.



EMPTY SUIT
SOUNDS
INTERESTING.



EXCELLENT
CHOICE. HERE'S
THE SPEC SHEET.



HOW
DID
IT GO?

SAME OL'
SAME OL'.
YOU GOT
THAT RIGHT.



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THIS WILL BE
YOUR CUBICLE.

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IN SIX WEEKS OUR
I.T. PEOPLE WILL
CONNECT YOU TO
THE NETWORK SO
YOU CAN DO
YOUR JOB.

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I'LL STOP BY
EVERY FEW
MINUTES TO
SEE WHAT
YOU'RE DOING.

WE DON'T PAY
ENOUGH TO HIRE
BRILLIANT PEOPLE
FOR OUR WEB
TEAM.



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I NEED WEBIOT
SAVANTS WHO
DON'T KNOW THEY
SHOULD HAVE BETTER
JOBS.



I'D EXPECT
STOCK
OPTIONS,
OF COURSE.

NEXT!!



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ONE OUT OF TEN
RESEARCH AND
DEVELOPMENT
PROJECTS WILL
SUCCEED.



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I RECOMMEND
CANCELLING
THE OTHER
NINE.



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I WONDER WHERE
HE GETS ALL THESE
CRAZY
IDEAS.



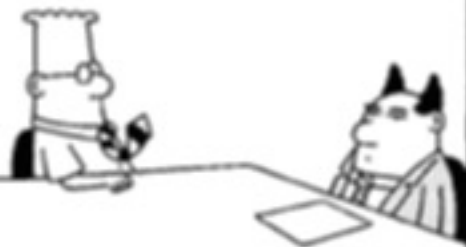
CAN YOU TURN
YOUR ONE-PAGE
REPORT INTO A
TWO-PAGE
EXECUTIVE
SUMMARY?



I WAS PLANNING
TO SPEND THE DAY
SNAPPING MYSELF
WITH THE ELASTIC
BAND ON MY
UNDERWEAR.



BUT YOUR IDEA
IS GOOD, TOO.



THE EMPLOYEE
APPRECIATION
LUNCHEON WILL
BE POTLUCK.



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DROP OFF YOUR
DISH AT MY
HOUSE ON YOUR
WAY TO WORK.



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IF THIS WORKS,
I'LL NEVER NEED
TO BUY GROCERIES
AGAIN.



I'VE BEEN ASKED TO
QUANTIFY THE
BENEFITS OF OUR
KNOWLEDGE MANAGE-
MENT
SYSTEMS.



I MEASURED OUR
INTERN'S HEAD TO
SEE IF IT GOT
BIGGER.

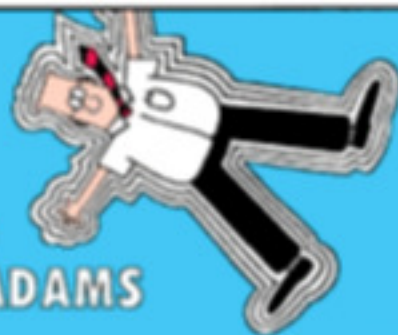


THE HIGHER DRAG
COEFFICIENT
MEANS WE LOST
A LITTLE IN THE
SANDWICH-
FETCHING
DEPART-
MENT.





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BY
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MY IDEA IS TO
CHANGE OUR
DEPARTMENT NAME
FROM ENGINEER-
ING TO...

e-ENGINEERING.

I'M WORKING ON
A SIMILAR IDEA
FOR MARKETING
BUT IT'S NOT
DONE YET.

...SO MY HEAD
SWELLED UP LIKE
A BEACH BALL AND
THE I.R.S. WANTS
TO PUT ME IN
JAIL.



IN SUMMARY,
YOU'RE A
BASKET CASE.



WOMEN HATE
IT WHEN YOU
SUMMARIZE.



I HIRED A
PSYCHOLOGIST
TO HELP YOU
HANDLE STRESS.



WE NEED ANOTHER
ENGINEER, NOT
SOME FREAKIN'
QUACK!!



IS
THERE
A PILL
FOR
THAT?



I TOOK
IT.



THE PSYCHOLOGIST

IT'S NORMAL TO
HAVE STRESS
WHEN A MERGER
IS PENDING.



MERGER?
WHAT
MERGER?



THERE I GO
AGAIN!



SHOULD I BE TRYING
TO DISCOVER A
SHARED VISION
THAT WILL FOSTER
ENROLLMENT
RATHER THAN
COMPLIANCE?



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OR SHOULD I
MODIFY MY
CONCEPTUAL MAP
TO FOCUS ON
ORGANIZATIONAL
COMPLEXITY?



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IS ANY OF THAT
THE SAME AS
WORK?

IT PAYS
THE SAME.



I PERFORMED MANY
TASKS, BUT I CAN
NOT CLAIM ANY
ACCOMPLISHMENTS.



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BECAUSE THINGS
MIGHT HAVE
TURNED OUT
BETTER HAD I
NEVER BEEN
BORN.



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TECHNIC-
ALLY, IT'S
TRUE.

REMIND
ME TO
SLAP YOU
LATER.





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AS REQUESTED, I
CAME UP WITH A
PLAN FOR DOING
MORE WORK WITH
FEWER PEOPLE.

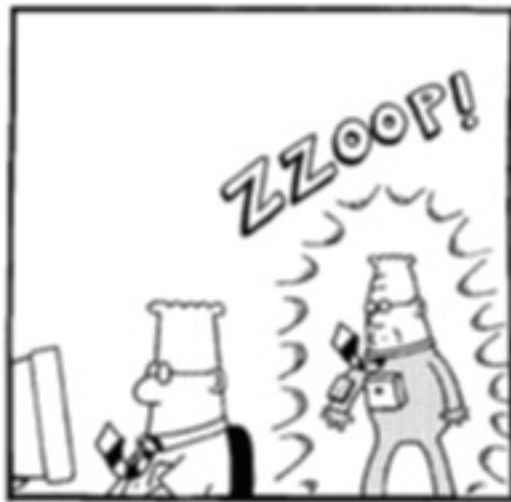


A FUTURE VERSION
OF ME WILL ARRIVE
VIA TIME MACHINE
TO HELP ON THE
PROJECT...

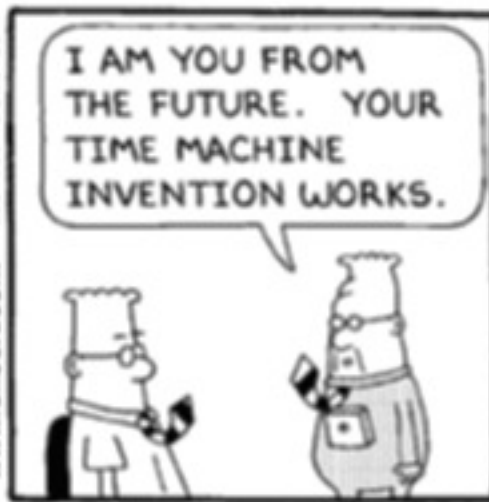


... UNLESS YOU SAY
SOMETHING NOW
THAT MAKES ME
UNMOTIVATED.

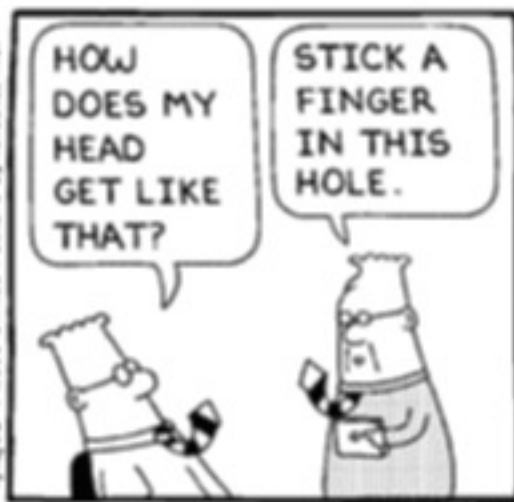




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A FUTURE ME BUILT
A TIME MACHINE
AND CAME TO HELP
ON MY PROJECT.



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HELLO, YOU
MISERABLE
PILE OF SOLID
SEWERAGE.



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YOU ALWAYS
GOT BAD
ASSIGNMENTS
AFTER TODAY.



ALICE, THIS IS
ME FROM THE
FUTURE.

HI.

AT THE NEXT
HOLIDAY PARTY,
SHE'S ALL OVER
YOU.

IS
THAT
TRUE?

NO, BUT
AFTER TODAY
SHE NEVER
DRANK AGAIN.

I KNOW EVERY
TRAGEDY THAT
WILL HAPPEN IN
YOUR FUTURE.

HERE
IT COMES!!!

I'LL NEVER FORGET
THE DAY I SPILLED
HOT COFFEE ON MY
CROTCH.

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I MUST RETURN
TO THE FUTURE
NOW, YOUR
MAJESTY.

THEY
DON'T
CALL ME
MAJESTY,
YET.

YOU'LL
MAKE IT
RETRO-
ACTIVE...

...SO YOU COULD
BOSS AROUND THE
TIME TRAVELERS.

IN THAT
CASE, DANCE
FOR ME.



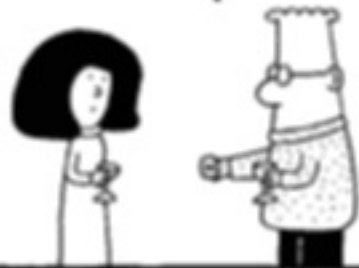
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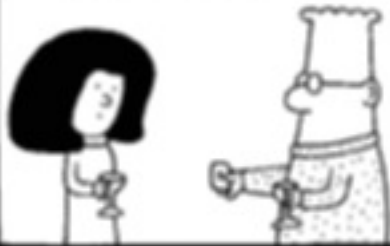
HERE'S MY CD-ROM
BUSINESS CARD.



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IT HAS A FILM
ARCHIVE OF ALL
MY CHARACTER
FLAWS.



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INCLUDING
THIS ONE?

IT'S NUMBER
34.



I REVIEWED YOUR
CD-ROM BUSINESS
CARD LAST NIGHT.



I BROWSED
YOUR PERSONAL
WEB PAGE.



MAYBE WE SHOULD
DO SOME CONVER-
SATION.

I ALREADY
HAD ONE
IN MY
HEAD.



ANNE, I NEED
YOU TO REVIEW
MY FIRST DRAFT.



TYPO! AAAGH!
MY WORLD IS
FLYING APART!!!



YOU KILLED
ANNE L. RETENTIVE
WITH A
TYPO?

NO,
SHE'S
IN A
COMMA.



I DID THE ANALYSIS
USING YOUR BAD
ASSUMPTIONS.



THEN I APPLIED
YOUR FLAWED
LOGIC AND
ARRIVED AT YOUR
PREDETERMINED
ANSWER.



SHALL I BEGIN
DISILLUSIONING
THE TEAM?

THIS NEEDS
A PIE CHART.



I CANCELLED
OUR DUMPSTER
SERVICE TO
SAVE MONEY.

I DISCOVERED
AN ALTERNATIVE
THAT COSTS
NOTHING.

EVERYONE TEAR
OFF A PIECE AND
PUT IT IN YOUR
POCKET.

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I WANT YOU TO
PERFORM A GAP
ANALYSIS FOR
OUR DEPARTMENT.



BE COMPLETELY
HONEST.



THE GAP IS
LOCATED BETWEEN
TWO POINTY
TUFTS OF HAIR
THAT MOVE ABOUT
THE OFFICE.





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CAN YOU SING
OR DANCE?

TED? I THOUGHT
YOU RESIGNED IN
DISGUST TWO
WEEKS AGO.

WELL... I WROTE A
HUGE RESIGNATION
MANIFESTO THAT
I PLANNED TO
E-MAIL TO THE
ENTIRE COMPANY.

BUT I THOUGHT
IT NEEDED
PICTURES.

BEFORE LONG I
WAS ADDING
VIDEO CLIPS AND
HUMOROUS SOUND
FILES.

THEN I THOUGHT,
HEY, WHY NOT
PUT IT ALL ON A
WEB SITE?

NOW I'M TURNING
THE WHOLE THING
INTO AN OFF
BROADWAY THEATRE
PRODUCTION.

I SAW MY
FIRST MOTIVATED
EMPLOYEE TODAY.

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I'M THINKING
ABOUT GOING OUT
ON A FAKE
DISABILITY
CLAIM.

DO YOU THINK
ANYONE WILL
BELIEVE
I'M DIS-
ABLED?

IT'S HARD
TO BELIEVE
YOU'RE NOT.

DO YOU
NEED A
NOTE
FROM MY
DOCTOR?

NO, IT'S
BEEN
OBVIOUS
FOR A
LONG
TIME.

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WALLY IS OUT ON
DISABILITY. I
WANT YOU TO SPY
ON HIM.



WE NEED VIDEO
EVIDENCE OF
WALLY DOING
A VIGOROUS
ACTIVITY.

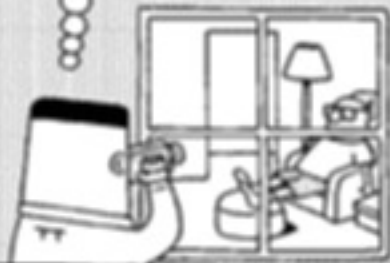


CAN YOU THINK
OF ANYTHING
THAT WALLY DOES
VIGOROUSLY?

I'D RATHER
NOT.



WALLY'S CLAIM OF
DISABILITY WILL
BE PUT TO THE TEST.



HERE WE GO...
OH, YEAH... COME
TO ASOK... GO,
BABY, GO!



DOES
HE EVER
MOVE?



IT LOOKS
THAT WAY
WHEN I
JIGGLE THE
CAMERA.



I CAME BACK
EARLY FROM MY
FAKE DISABILITY
LEAVE.



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I MISSED THE
CAMARADERIE
AND THE
STIMULATING
CONVERSATION.



I DIDN'T
KNOW
YOU WERE
GONE.

NOT BAD
FOR A
TUESDAY.



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ALWAYS ASK
YOURSELF, WHAT
WOULD DOGBERT
DO?

THIS BUMPER
STICKER WILL
HELP REMIND
YOU.

GIMME.

UMM... I
WOULDN'T
DO THAT.

YOU REALLY
SHOULD
TRY IT.

AT ALL TIMES I
ASK MYSELF,
WHAT WOULD
DOGBERT DO?



THEN IT DOESN'T
MATTER THAT MY
BRAIN IS THE
SIZE OF A TINY
DRIED PEANUT.



THAT THOUGHT
WOULD MAKE
DOGBERT HUNGRY.





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BY

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FLY TO AUSTIN
AND ANSWER SOME
QUESTIONS FOR
A BIG CUSTOMER.

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DOESN'T THIS
CUSTOMER HAVE
A TELEPHONE?

YOU DON'T
CALL BIG
CUSTOMERS!

UM...
WHY
NOT?

YOU HAVE TO GO
IN PERSON TO
SHOW THAT YOU
CARE.

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ACTUALLY, THAT
WOULD SHOW THAT
I DON'T UNDER-
STAND THE CONCEPT
OF THE TELEPHONE.

JUST
GO.

DO THEY HAVE
THESE WHERE
YOU COME FROM?

REMEMBER THE
TIME YOU WENT
SKYDIVING?

NO.



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YOU WILL. I'M
PLANTING FALSE
MEMORIES IN
YOUR SUB-
CONSCIOUS.



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IT
WON'T
WORK.

BUT YOU
BELIEVE
YOU WENT
TO COLLEGE,
RIGHT?



DID I EVER TELL
YOU ABOUT THE
TIME I WENT
SKYDIVING?



THAT SOUNDS
LIKE A FALSE
MEMORY PLANTED
BY DOGBERT.



MY PARACHUTE
DIDN'T OPEN.
LUCKILY, I LANDED
ON A TRAMPOLINE
AND BOUNCED BACK
INTO THE
PLANE.



TAKE THIS TO
THE TECHNOLOGY
BUDDHA FOR
ENLIGHT-
ENMENT.

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HE'S BUSY
MEDITATING.

HE MUST BE
VERY
WISE.

HUGE BOWL
OF VANILLA
ICE CREAM.

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TECHNOLOGY BUDDHA

HOW DID YOU
BECOME SO
ENLIGHTENED?

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I JUST EAT
A LOT AND
TELL PEOPLE
THEIR IDEAS
STINK.

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WHOSE SHOE
DID YOU
SCRAPE THIS
OFF OF?

I'D QUIT THIS JOB,
BUT NEXT YEAR I'LL
GET AN EXTRA WEEK
OF VACATION.



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IF YOU GET AN
EXTRA WEEK FOR
EVERY TEN YEARS
OF SERVICE...



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... YOU'LL BE HAPPY
IN 480 YEARS.

GOOD
PLAN.

SHUT
UP.



CATBERT: EVIL H.R. DIRECTOR

WOULD YOU WORK
HARDER IF WE
OFFERED STOCK
INCENTIVES?

YES.

SO YOU ADMIT
YOU'RE NOT
WORKING HARD
ENOUGH NOW.

UMM...

LASTLY, ARE
YOU STILL
BEATING UP
CUSTOMERS?

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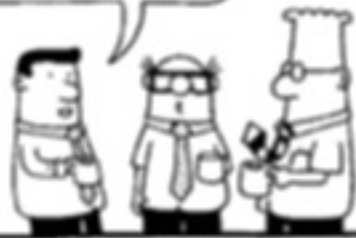


BY

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I GOT HUGE
SEVERANCE
PACKAGES FROM
MY LAST FOUR
EMPLOYERS.



IF I GET FIRED
ONE MORE TIME
I CAN RETIRE.



KEN, WE
NEED
TO TALK.

KA-CHING!



I'VE BEEN TAKING A
SELF-PACED
ONLINE TRAINING
COURSE TO "SHARPEN
MY SAW."

WHAT'S
THE
SUBJECT?

I DON'T
KNOW.

HOW
COULD
YOU
NOT
KNOW?!

WHAT PART
OF "SELF-
PACED" IS
CONFUSING
YOU?

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I'LL MAKE YOUR
LIFE MISERABLE!
I'LL THWART YOUR
EVERY MOVE!

HI. I'M
THE NEW
SADIST.

WHAT
HAPPENED
TO THE
OLD ONE?

HE WENT TO
SADIST
PARADISE.

THE AUDITING
DEPARTMENT?

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THE COMPANY SADIST

YOU'RE INVITED
TO MY FOUR-HOUR
MEETING.



THERE'S NO
AGENDA. IT'S
JUST SUPPOSED
TO HURT.

ANY
DONUTS?



YES, BUT I'LL DROP
ONE ON THE FLOOR
AND HIDE IT WITH
THE OTHERS.

I LIKE
THOSE
ODDS.



THE COMPANY SADIST

I FORWARDED YOUR
E-MAIL TO EVERYONE.



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GAAA! THAT
E-MAIL INSULTED
HALF THE PEOPLE
ON OUR PROJECT!!



THAT'S AN
INTERESTING
THEORY ABOUT
WHY MY HAIR
IS BROWN.



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THE COMPANY SADIST

OKAY, SADIST, IT'S
TIME TO MEET
THE FIST OF
DEATH.



NOTE FROM THE AUTHOR

IF YOU ARE THE SORT
OF PERSON WHO IS
INFLUENCED BY COMIC
STRIPS, I ASSURE YOU
NOTHING BAD OR VIOLENT
HAPPENS NEXT. ALICE
AND THE SADIST DISCUSS
THEIR DIFFERENCES AND
BECOME LIFELONG
FRIENDS.

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WHAT WAS IN THAT
BIG BAG I HELPED
YOU DRAG TO THE
DUMPSTER?





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I FINISHED THE
PROJECT PLAN
WITHOUT YOUR
INPUT.



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YOU WOULD HAVE
LIED TO ME ANY-
WAY, SO I JUST
SKIPPED THAT STEP.



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I'VE ALREADY
ASSIGNED BLAME
FOR FAILURE, BUT
DON'T WORRY, IT'S
JUST PRELIMINARY.



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OUR SOCIAL MISFITS.

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YOUR JOB IS TO
KEEP HIM AWAY
FROM NORMAL
PEOPLE.

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HELLO!
I'M
RIGHT
HERE!

YOUR TITLE
WILL BE
"ENGINEER-
ING LIAISON."

ENGINEERING LIAISON

TELL ME YOUR
PROJECT STATUS AND
I'LL TRANSLATE FOR
OUR CLIENTS.



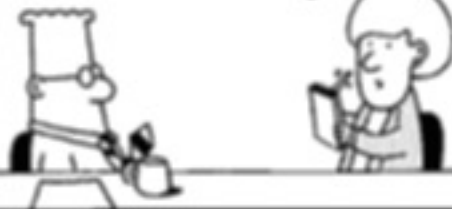
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THE PROJECT WILL
NEVER BE COMPLETED
BECAUSE OUR IDIOT
CLIENTS CHANGE
THE REQUIREMENTS
EVERY OTHER DAY.



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I'LL JUST
SAY YOU'RE
DRUNK.



I UNDERSTAND
YOU'RE THE NEW
ENGINEERING
LIAISON.



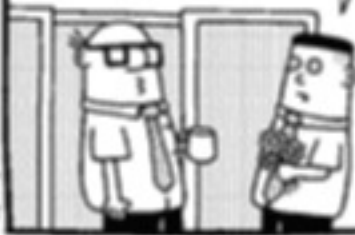
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DOES THAT MEAN
WHAT I THINK
IT MEANS?



SHE CLAIMS IT
DOESN'T MEAN
THAT.

OHMM.



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DEMONS HAVE
POSSESSED MY PC.
THEY FORCE ME TO
VIEW WEB SITES
OF UNSPEAKABLE
ABOMINATIONS.



THE ONLY SOLUTION
IS FOR YOU TO
APPROVE THE
PURCHASE OF A
NEW PC FOR ME.



HOW ARE THE
UNSPEAKABLE
ABOMINATIONS
TODAY?

MUCH
FASTER!



I'M BUCKY,
THE PROJECT
MANAGER.

YOUR ASSIGNMENT
IS PAINFULLY
DIFFICULT AND
PROBABLY
UNNECESSARY.

IF YOU NEED ME, I'LL
BE COMPLAINING
ABOUT YOU TO
YOUR BOSS.

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DOGBERT CONSULTS

YOUR SOFTWARE
PRODUCT IS
RIDDLED WITH
BUGS.



I RECOMMEND
REPACKAGING
IT AS A RUST
INHIBITOR FOR
COMPUTERS.



THE ADS WILL
SAY "YOU KNOW
IT'S WORKING
BECAUSE OF ALL
THE ERROR
MESSAGES."



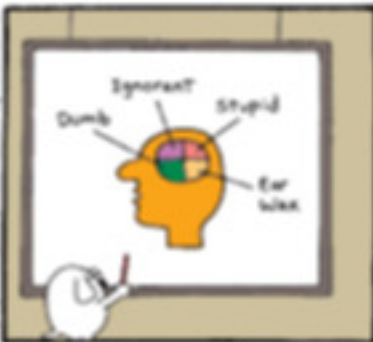
PEOPLE
AREN'T
STUPID.



ACCORDING TO
MY RESEARCH,
THEY ARE.



Ignorant
Dumb
Stupid
Ear Wax



I NEED THAT RUST
INHIBITOR; I
SPIT WHEN I
TYPE.



I THINK THE RUST
TURNED MY
EXCLAMATION
UPSIDE
DOWN.

THAT'S THE
LETTER "I".



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ASOK, THIS WILL
BE THE MOST
IMPORTANT ASSIGN-
MENT IN YOUR
ENTIRE CAREER.



YOU MUST AFFIX
THE ASSET TAGS
IN THIS FOLDER
TO OUR OFFICE
EQUIPMENT.



BWAA-
WAH-
AH!!

HE MUST
BE HAVING
PROBLEMS
AT HOME.



MY ASSIGNMENT
IS TO PUT ASSET
TAGS ON ALL
EQUIPMENT.



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DID YOU KNOW
THAT STAPLERS
ARE NOT
CONSIDERED
EQUIPMENT?



NO ONE LIKES
TO MAKE CON-
VERSATION
WITH THE ASSET
TAG MAN.



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AS CEO, I THANK
YOU FOR MAKING
ME OBSCENELY
WEALTHY.



YESTERDAY I BUILT
A GUEST HOUSE
USING BUNDLES
OF CASH AS BRICKS.



I NEED A NEW
SPEECH WRITER.



I'VE BEEN ASKED
TO SUMMARIZE
MY PROJECT INTO
THREE BULLET
POINTS.



I HAD TO
INVENT SOME
NEW WORDS.



BELIEVE ME, YOU
DON'T WANT TO BE
ANY OF
THESE
THINGS.

- SPLURBY
- NOOBAH
- PIZKWAT



I'M STARTING
TO GET AN
INFERIORITY
COMPLEX.

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IF IT MAKES
YOU FEEL
BETTER, THAT
ISN'T A
COMPLEX.

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NOW IF YOU'LL
EXCUSE ME, I
GOTTA TAKE A
WICKED WAG.

I NEED TO TAKE
A CLASS TO LEARN
THE NEW TECH-
NOLOGY.



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OUR VENDOR'S
SALES PERSON
WILL TEACH YOU
EVERYTHING
HE KNOWS.



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YOU ONLY NEED
THREE "MOIST
TOWELETTES" TO
GIVE YOURSELF
A SPONGE
BATH.





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I'VE DECIDED TO
BECOME A GENERIC
SELF-HELP
CONSULTANT.



I'LL TELL PEOPLE
TO KEEP A JOURNAL
OF ALL THEIR
THOUGHTS. THEN
I'LL BILL THEM.



HOW WOULD THAT
HELP ANYONE?

I LEAD BY
EXAMPLE,
MY FRIEND.



YOU CAN LOSE
WEIGHT IF YOU
WRITE DOWN ALL
OF YOUR MEALS
IN A JOURNAL.



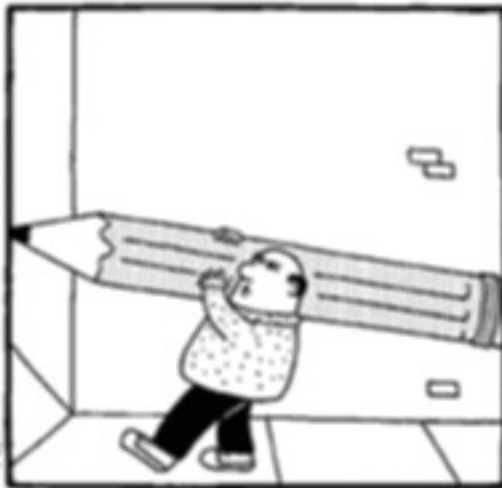
THAT'S
ALL I
NEED
TO DO?



YES, IF
YOU USE
OUR
PATENTED
WEIGHT-
LOSS
PENCIL.



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THIS PRODUCT WOULD
MELT THE POLAR
ICE CAPS AND
DOOM HUMANITY.

THAT'S
OKAY.

YOU'RE
PART OF
HUMAN-
ITY.

NO, I'M IN
MARKET-
ING.

I WON'T
HELP YOU
DESTROY
THE
PLANET.

THAT'S WHAT
I SAID UNTIL
I SAW THE
FREE
T-SHIRTS.

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MY MARKETING
PLAN CALLS FOR THE
ANNIHILATION OF
ALL LIFE ON EARTH.



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OUR ONLY SERIOUS
COMPETITOR IS A
COMPANY THAT
SELLS TOBACCO AND
JUNK FOOD.



I'D LIKE
VOLUN-
TEERS.

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I NEED SOME
ACCOMPLISHMENTS
FOR MY QUARTERLY
REVIEW.



TO THE UNTRAINED
EYE IT MIGHT LOOK
AS IF I DO NO
WORK.



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BUT INSIDE HERE
IS A RAGING SEA
OF KNOWLEDGE
MANAGEMENT
AND STRATEGIC
THINKING.



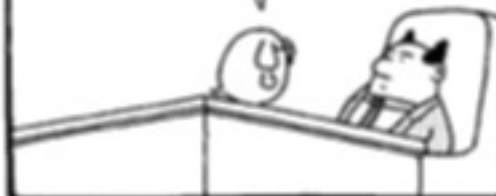
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DID YOU
HEAR THAT
GURLING
SOUND?



DOGBERT CONSULTS

MY TEAM CAN
BUILD AN
E-COMMERCE
SITE FOR YOU.



IT WILL BE SO
WELL-DOCUMENTED
THAT YOUR I.S.
GROUP CAN EASILY
MAINTAIN IT.



BUT THE COOLEST
PART IS THAT THE
DOCUMENTATION
WILL BE DELIVERED
BY FLYING PIGS!





DILBERT®



BY

SCOTT ADAMS



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I SCHEDULED A
MEETING WITH
YOUR BOSS.



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HE'LL PROBABLY ASK
ME TO SPEAK
FRANKLY ABOUT
ANY PROBLEMS IN
THE DEPARTMENT.



THIS
COULDN'T
GET ANY
WORSE.



HE'S CUTE.
I MIGHT
ASK HIM
OUT.



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UM...HOW WAS YOUR
MEETING WITH MY
BOSS?

WE EACH TOLD OUR
FAVORITE STORIES
ABOUT YOU. THEN
WE LAUGHED
AND LAUGHED.

HE HAS
STORIES
ABOUT
ME?

HE THOUGHT
THEY WERE
URBAN
LEGENDS.

ALICE, MAYBE WE
SHOULDN'T DATE.
I'M A VP AND
YOU'RE AN ENGINEER
IN MY DIVISION.



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SHEESH. GET OVER
YOURSELF. I'M
JUST USING YOU
TO DRIVE MY
BOSS NUTS.



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YOUR INDIFFERENCE
AROUSES ME! I WILL
MAKE YOU
MINE!



VP STALKS ALICE

I BROUGHT YOU
A BOUQUET,
ALICE.

THAT'S A BUNCH
OF PENCILS, NOT
A FLOWER BOUQUET.

REALLY?

MAY I USE YOUR
PHONE? I NEED
TO FIRE MY
SECRETARY.

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PERFORMANCE REVIEW

YOU DIDN'T
SHOW ANY
INITIATIVE
THIS YEAR.



THAT'S YOUR FAULT
FOR CREATING AN
ATMOSPHERE OF
FEAR AND DISTRUST.

YOU, YOU,
YOU.



NOTE TO SELF:
INCREASE
FEAR.



PERFORMANCE REVIEW

DO YOU HAVE ANY
WEAKNESSES THAT
NEED IMPROVEMENT?



SOMETIMES I
WORK SO FAST
THAT I BECOME
INVISIBLE.



IF I SEEM BLURRY
RIGHT NOW, IT'S
BECAUSE I'M
MULTI-
TASKING.

ONCE A
YEAR IS WAY
TOO OFTEN
FOR THIS.





DILBERT®



BY

SCOTT ADAMS

CAN YOU EXPLAIN WHY YOUR PROJECT IS BEHIND SCHEDULE?

YES. A SCHEDULE IS AN ARTIFICIAL DEVICE CREATED WITHOUT KNOWLEDGE OF THE FUTURE.

WILD GUESSES ARE USED AS SURROGATES FOR KNOWLEDGE.

PROJECT DEADLINES ARE TIED TO TRADE SHOW DATES INSTEAD OF REALITY.

THEN MANAGEMENT CUTS THE BUDGET UNTIL FAILURE IS ASSURED.

I ASSUME YOU CALLED ME HERE SO YOU CAN APOLOGIZE FOR YOUR ROLE IN ALL THIS.

WOULD YOU LIKE TO HEAR HOW BUDGETS ARE CREATED?

E-mail: SCOTT@ADAMS.COM

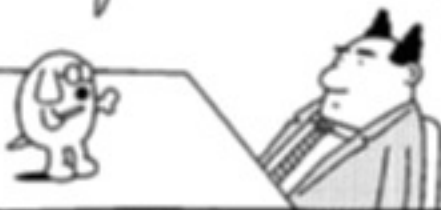
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YOUR NEW CEO IS
THE MOST POWERFUL
WOMAN IN THE
HI-TECH INDUSTRY.



I RECOMMEND
EXPLOITING HER
FAME IN YOUR
ADVERTISEMENTS.



WHY DO I HAVE TO
BE THE ONE TO
SUGGEST IT?

CEOs LOVE
THIS SORT
OF THING.



MY CONSULTANT
THINKS YOU SHOULD
BE FEATURED IN
OUR AD CAMPAIGN.



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IS THAT BECAUSE
I'M YOUR NEW CEO
AND THE MOST
POWERFUL WOMAN
IN OUR INDUSTRY?



UM...
YES,
THAT'S
WHY.



REMEMBER
TO ASK
ABOUT TAN
LINES.



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CEO AS SPOKESPERSON

SHOULDN'T I HOLD
UP OUR PRODUCT
INSTEAD OF LEAN-
ING ON A CHAIR?



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THAT HELPED
YOUR HAIR BUT
YOU'RE STILL
DRESSED LIKE
A NUN.



CEO AS SPOKESPERSON

WHAT DOES THIS POSE HAVE TO DO WITH OUR PRODUCT?



I'LL USE BLUE SCREEN TECHNOLOGY TO ADD IMPORTANT ELEMENTS LATER.



MY BLOUSE IS BLUE.

FIVE MINUTES.



AT TEN YOU'LL BE
FIRING TED.

I'LL ORGANIZE
HIS GOODBYE
PARTY.



www.dilbert.com ecottadama@aol.com

DO YOU KNOW
WHAT WOULD BE
MORE EFFICIENT?



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WHAT HAPPENS
AFTER WE YELL
"SURPRISE"?



A black and white comic strip panel. On the left, Dilbert, a stick figure with glasses and a bow tie, stands with his arms crossed. On the right, his boss, a larger man in a suit, is gesturing with his right hand while speaking. A speech bubble originates from the boss.

WE KNOW THESE
RANDOM DRUG
TESTS ARE UN-
PLEASANT FOR
EMPLOYEES.

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A black and white comic strip panel. Dilbert and his boss are in the same positions as the first panel. The boss is holding a small bowl in his left hand and gesturing with his right hand. A speech bubble originates from the boss.

THAT'S WHY WE
OFFER FREE
CASHEWS.

A black and white comic strip panel. Dilbert and his boss are in the same positions. Dogbert, a small dog with glasses, is peeking over a desk from the left. A speech bubble originates from Dilbert.

SUDDENLY I
THOUGHT ABOUT
CHARLIE BROWN
BUT I DON'T
KNOW WHY.

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scottmadama@aol.com



DILBERT®

BY

SCOTT ADAMS



MY SOCKS USE AN
ANTIMICROBIAL
POLYMER TO BOND
CHLORINE ATOMS
TO COTTON.



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I CAN WEAR THESE
BABIES FOR DAYS
BEFORE THEY START
TO STINK.



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WHAT WAS THAT
OTHER PICK-UP
LINE WE TALKED
ABOUT?

IT WAS
"HI."



MY PATENT FOR
NO-CLICK
SHOPPING WAS
GRANTED.

I'M SURE SOME
WHINERS WILL
SAY IT'S AN
OBVIOUS
IDEA.

YOU'D BETTER
CLICK SOMETHING
OR I HAVE TO
SHIP YOU SOME
BOOKS.

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I'M DOCUMENTING
EVERYTHING YOU
DO SO I CAN
EASILY FIRE YOU
SOMEDAY.



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MAYBE YOU COULD
CALL ME IF YOU
DO ANYTHING.

LEAVE IT HERE
AND I'LL FILL
IT OUT FOR
YOU.



THE FIVE HUNDRED
DOLLAR MORALE
IMPROVEMENT
AWARD GOES TO ED.



GAA!! IT'S
ONLY \$240
AFTER TAXES!!!



SO
THAT'S
WHAT
GOOD
MORALE
LOOKS
LIKE.

APPARENTLY
WE'VE HAD
IT THE
WHOLE
TIME.



MING, EVERYONE
SAYS OUR WEB
SITE IS UGLY.



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REALLY? EVERY
PERSON ON EARTH
SAID THAT?

EVEN TIBETAN
MONKS?



MAYBE
IT WAS
JUST
ONE
PERSON.

AND YOU
CONFUSED
HIM WITH
THE ENTIRE
PLANET?



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IF I COULD TURN
INVISIBLE, I
WOULDN'T NEED
TO MAKE DECISIONS.



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INVISIBLE...
INVISIBLE...
YOU CAN'T
SEE ME.



I GUESS
WE'RE
DONE.



RUN
SILENT.



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DILBERT®



BY
SCOTT ADAMS

CATBERT: EVIL H.R. DIRECTOR

WALLY, OUR AUDITORS FOUND 40 GIGABITS OF BIKINI PICTURES ON YOUR PC.

THAT IS GROUNDS FOR DISMISSAL. HOW DO YOU PLEAD?

INNOCENT.

TECHNICALLY, THEY DIDN'T FIND ANY PICTURES.

WHAT THEY FOUND WERE ZEROES AND ONES RESTING HARMLESSLY ON MAGNETIC MEDIA.

IT WAS THE AUDITORS THEMSELVES WHO ACTIVATED THOSE HARMLESS BITS TO FORM PICTURES ON THE SCREEN!

I DEMAND THAT THOSE GODLESS AUDITORS BE FIRED!

AND IF IT'S NOT TOO MUCH TROUBLE, I'D LIKE MY ZEROES AND ONES BACK.

WAS JUSTICE SERVED?

IT'S A GRAY AREA.

E-mail: SCOTTADAMS@AOL.COM

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I AM MORDAC, THE
PREVENTER OF
INFORMATION
SERVICES!

I AM WEB
MISTRESS
MING!

YOUR FIREWALL IS
INADEQUATE. YOU
MUST BE PUNISHED!

YOUR HTML
IS WEAK!
YOU MUST BE
PUNISHED.

I MUST
HAVE YOU!

TALK COBOL
TO ME,
BABY.

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MING, I'M MOVING
YOUR WEB MISTRESS
FUNCTION TO I.S.
YOU'LL REPORT TO
MORDAC.



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WE CAN STILL DATE
BUT I FEEL OBLIGED
TO HATE YOUR GUTS
NOW.

IT WORKS
FOR ME.



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DEAREST MING,
MY LOVE FOR YOU
IS BOUNDLESS.
MORDAC



P.S. IF YOU DON'T
STOP PUTTING FOOD
GARBAGE IN THE
RECYCLING BIN
YOU WILL BE
TERMINATED.



NEVER
DATE
YOUR
BOSS.

OKAY.

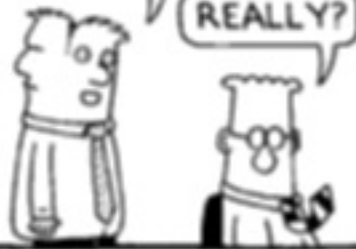


HI, I'M EDFRED,
THE TWO-FACED
EMPLOYEE.



IF YOU TELL YOUR
BOSS HIS NEW PLAN
IS STUPID I'LL
BACK YOU UP.

REALLY?



I DON'T LIKE
THE LOOKS OF
THIS.



I DISAGREE WITH
DILBERT. THE
BOSS'S PLAN IS
BRILLIANT.



YOUR OTHER FACE
AGREED WITH ME
TWO MINUTES
AGO!

WHAT OTHER
FACE?



NO... I STILL
JUST SEE
THE ONE.



I'VE DECIDED TO
MANAGE LIKE A
SADISTIC GAME
SHOW HOST.

BECAUSE IT WOULD
BE INSANE IF I
KEPT DOING WHAT
DIDN'T WORK.

WOULD YOU RATHER
HAVE A PERFORMANCE
REVIEW OR BE
PECKED TO DEATH
BY TRAINED BIRDS?

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DILBERT®

BY

SCOTT ADAMS



I CUT YOUR
BUDGET IN
HALF.

HOW CAN I DO
A TECHNOLOGY
INSTALLATION
WITHOUT AN
ADEQUATE BUDGET?!

TRY BEING
UNETHICAL
WITH OUR
VENDORS.

WHAT?

IT'S
EASY.

TELL THEM WE
MIGHT MAKE A
HUGE PURCHASE
LATER...

... IF THEY
GIVE US A
BUNCH OF FREE
STUFF NOW.

IF IT MAKES YOU
FEEL BETTER,
WAIT UNTIL THEY
LIE FIRST.

AND
THERE
ARE NO
HIDDEN
COSTS.

UM... WE
MIGHT MAKE
A HUGE
PURCHASE
LATER.

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DOGBERT CONSULTS

ALL OF YOUR
EMPLOYEES ARE
IGNORANT.



I CAN FIX THAT
BY SELLING YOU
INTRANET
COLLABORATION
TOOLS.



BUT IF THEY'RE
SHARING THEIR
IGNORANCE...

SIGN IT
SIGN IT
SIGN IT



WHO WANTS TO SHARE
KNOWLEDGE WITH ME
VIA OUR NEW INTRA-
NET COLLABORATION
SOFTWARE?



YOU DON'T HAVE
ANY KNOWLEDGE
TO SHARE.

OUCH.

IT HURTS
BECAUSE IT'S
TRUE.



I'M HOARDING MY
KNOWLEDGE IN
CASE I EVER
NEED IT.



DOGBERT CONSULTS

NO ONE USES THE
INTRANET COLLAB-
ORATION SOFTWARE
YOU SOLD US.



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YOUR EMPLOYEES
ARE DEFECTIVE.
I RECOMMEND
CAT SCANS.



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THIS ONE IS
DEFECTIVE
TOO.

NEXT IN
LINE!



MY ACCOMPLISHMENT
THIS WEEK WAS
SCHEDULING FIFTY
PEOPLE TO DISCUSS
THE BUG IN OUR
PRODUCT.



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I FIXED THE
BUG THIS
MORNING.



AND THANKS FOR
NOT INVITING ME
TO THE MEETING.



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OUR SERVER NAMED
"POINTY" IS OVER-
LOADED.



SO WE'RE MOVING
SOME OF THE LOAD
TO "HAIRD" AND
"IDIOT."

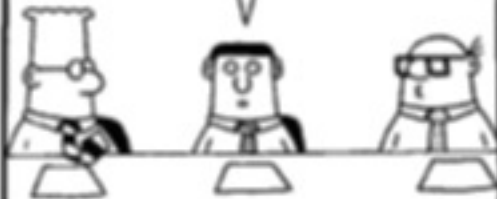


BUT WE STILL
NEED A NEW
SERVER.

HE SIGNED THE
PURCHASE ORDER
FOR "CLUELESS".



UH-OH...SUDDENLY
THIS MEETING AND
ALL THE STRANGE
WORDS MAKE SENSE.



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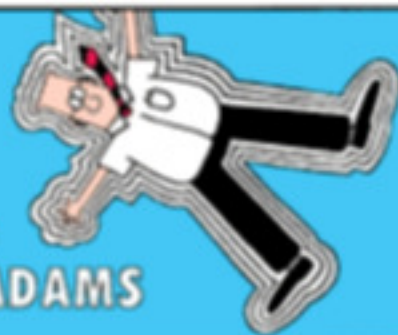
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IT'S YOUR
TURN TO BUY
THE CARD.





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BY

SCOTT ADAMS

WELCOME TO WORK-
PLACE VIOLENCE
PREVENTION
TRAINING.

HOW CAN WE IDENTIFY
POTENTIALLY VIOLENT
EMPLOYEES?

OOH!
OOH!

WALLY?

DO THEY
HAVE
BEARDS?

UM... NO

THAT WAS
A STUPID
ANSWER.

VIOLENT EMPLOYEES
ARE USUALLY CREEPY,
INEFFECTIVE MALES
WHO ARE WIDELY
DISRESPECTED.

MAY I
CHANGE
SEATS?

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MING, OUR WEB
SITE NEEDS A
FAQ SECTION.



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I FIND YOUR
SUGGESTION
IGNORANT AND
WITHOUT MERIT.



AWAY WITH
YOU.



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SO...ARE YOU
DOING ANYTHING
THIS WEEKEND?



GAAA!!



HELP ME UNDER-
STAND THE MALE
BRAIN, DILBERT.



I TREAT YOU LIKE
DIRT AND YOU ASK
ME OUT ON A DATE?



GOOD PERSONALITIES
ARE OVERRATED.

YOU'RE GETTING
ME ALL HOT
OVER HERE.



FRANKLY, I'M
INSULTED THAT
YOU ASKED ME
OUT.



IT MEANS YOU
THINK WE'RE
ABOUT THE SAME
LEVEL OF ATTRAC-
TIVENESS.



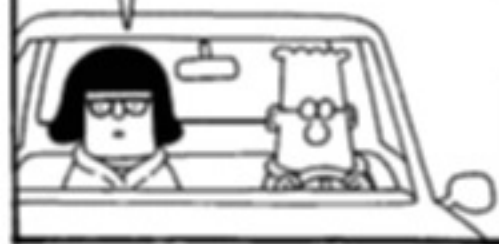
YOU'D
BETTER
HAVE ONE
HECKUVA
SEXY CAR.



IT'S
ELECTRIC.



I DON'T LIKE TO
TALK ON DATES.
DO YOU MIND IF
I HUM?



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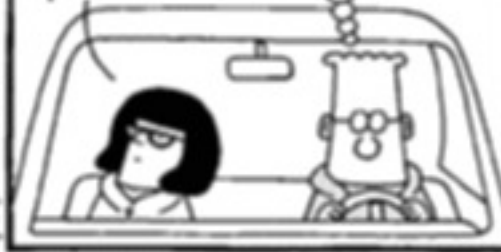
THAT'S OKAY.
I'LL PRETEND
YOU'RE THE
RADIO.



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MMM
MM-MM
MM-M-M
MMMM

I NEED
A NEW
RADIO.



DO YOU MIND
IF I CHATTER
NONSTOP ABOUT
PEOPLE YOU DON'T
KNOW?

NO.



DO YOU MIND IF
I GAWK AT EVERY
WOMAN WHO
WALKS BY?

YES.



IN FACT, I WOULD
APPRECIATE IT IF
YOU DISPLAYED NO
MALE TRAITS
WHATSOEVER.

CAN
DO.



YEAH, I'M HAVING
THE WORST DATE
EVER.

I'LL
CHECK.



WHAT'S THAT ON
THE GROUND?
IT LOOKS
INTERESTING.

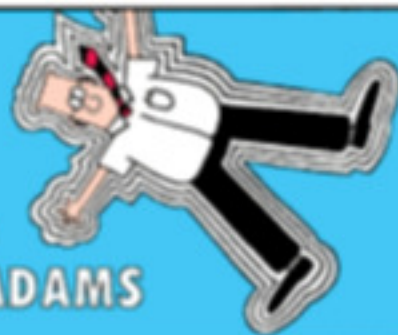


NOT SO
GOOD.





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BY
SCOTT ADAMS

I'M GROSSLY
UNDERPAID.

I WANT
A RAISE.

OH, DILBERT,
DILBERT,
DILBERT.

WHAT?

WHAT?

WHAT?

PEOPLE DON'T
WORK HERE FOR
THE MONEY.

THEY WORK
HERE FOR THE
CHALLENGE!

IF CHALLENGES
ARE MORE
VALUABLE THAN
MONEY...

WHY DON'T YOU
GIVE ME YOUR
MONEY AND I'LL
GIVE YOU MY
CHALLENGES?

WELL?

I MUST KILL
HIM BEFORE
HE INFECTS
THE OTHERS.

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...AND
THAT'S
THE
PLAN.

YIPPEE!

WOO-
HA!!



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I'M VERY
INSPIRING
LATELY.



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HOW DID PEOPLE
SURVIVE MEETINGS
BEFORE THESE
THINGS?

WEBVAN
SPLIT!



YOU'VE GOT TO WORK
EIGHTEEN HOURS
A DAY TO COMPETE
IN THIS INDUSTRY!



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LET'S JUST SAY
WE WORK EIGHTEEN
HOURS A DAY. MAYBE
OUR COMPETITORS
WILL DIE TRYING
TO MATCH US.



WOULD
THAT
WORK?



IT ALMOST
WORKED
ON US.



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RATBERT IS OUR
NEW COMPANY
CONCIERGE.

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scott@adams@aol.com

I WILL PERFORM
ANY ERRAND, NO
MATTER HOW
PERSONAL
OR DEGRAD-
ING IT IS.

I NEED A LOOFAH.

LATHER
ME UP!

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RATBERT THE CONCIERGE

I'D LIKE A DATE
WITH A WOMAN
WHO THINKS
I'M HOT.



REMEMBER,
YOU PROMISED
YOU WOULD DO
ANY ERRAND
FOR EMPLOYEES.



TELL ME AGAIN
HOW HOT I AM.



COMPANY CONCIERGE

I DON'T HAVE TIME
FOR MY DOCTOR
APPOINTMENT.



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scotnada@aol.com

GO IN MY PLACE
AND TELL HIM
YOU'RE HAVING
TROUBLE SLEEPING
AT YOUR DESK.



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AND DON'T LET
HIM SWEET-TALK
YOU ABOUT DIET
AND EXERCISE. I
WANT PILLS!



COMPANY CONCIERGE

I NEED AN
ALIBI.



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THE POLICE WILL
TRY TO BEAT THE
TRUTH OUT OF
YOU, BUT DON'T
LET THEM BREAK
YOU!



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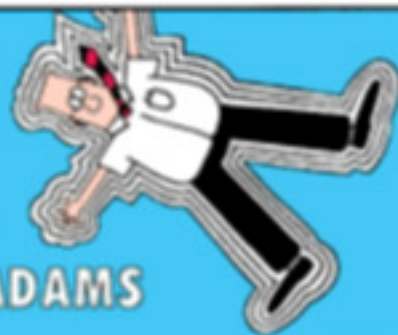
I ALSO NEED LYE...
AND A BARREL...

BETTER YET,
MAKE THAT
TWO BARRELS.





DILBERT



BY

SCOTT ADAMS

WE HAD FIFTEEN
SYSTEM FAILURES
WITH THE PREVIOUS
SOFTWARE.

15

YOUR DATA
AREN'T
ACTIONABLE.

WHAT?

YOUR PRESENTATION
HAS NO PRACTICAL
VALUE.

WELL, IF THAT'S
SUDDENLY A CRIME
THEN CALL ME
GUILTY!

NOW THE MEETING
FEELS AWKWARD.
CAN WE GO BACK TO
ACTING INTERESTED?

I GUESS.

FINE. LET'S PUT
THIS UGLY
INCIDENT BEHIND
US.

AND IF YOU
MULTIPLY THE
DIGITS YOU
GET FIVE.

15

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DILBERT, YOU'LL BE
WORKING WITH
LULU. SHE'S ALMOST
NORMAL.



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BUT SHE HAS NO
SENSE OF
PROPORTION
FOR PROBLEMS.



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DID YOU NOTICE
THAT HE LOOKED
AT YOU FUNNY?



THE ADVENTURES OF LULU

THE WOMAN WHO
HAS NO SENSE OF
PROPORTION



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edottadame@aol.com

GAAA! DOES
THIS MEAN YOU
HATE ME ?!!



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IT'S CALLED AN
ASSIGNMENT.

THIS IS
WAR!



COME HELP ME ON
THIS ASSIGNMENT.
IT'S A HUGE CRISIS!

LULU, DO YOU EVER
WONDER WHY YOUR
LIFE IS A SERIES
OF CRISES?

I ASSUME GOD IS
SOFTENING ME UP
BEFORE SMITING ME.

EXCUSE ME
WHILE I PUT
ON MY
STATIC
GUARD.



THE EMPLOYEE OF
THE MONTH IS
LULU.



LULU OVERCAME
LONG ODDS TO
WIN THIS AWARD.

I.E., HER NAME WAS
RANDOMLY PICKED.



I'D PROTEST BUT I
DON'T WANT TO
TAINT MY VICTORY
OF LAST MONTH.



LULU, YOU'VE STALLED
MY PROJECT FOR
LONG ENOUGH. I
WANT YOUR
INPUT...



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I FOUND OUT MY
JAW UNHINGES
WHEN I'M
MAD.

YOU
FRIGHTEN
MY HOAGIE.



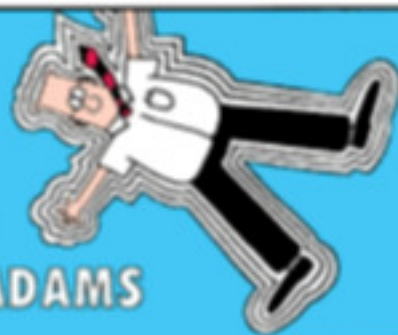
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BY

SCOTT ADAMS



MY SOFTWARE WILL
CREATE HUMAN
SIMULATIONS FROM
DNA SAMPLES.



WHAT'S THE
MARKET
APPLICATION?



WELL... THERE ARE
MANY VARIOUS
APPLICATIONS.

NAME
ONE.



WELL... SOMEDAY
THE ENTIRE
HUMAN GENOME
WILL BE MAPPED
AND DECODED.



YOU COULD TAKE A
HAIR SAMPLE FROM
A WOMAN WHO
REFUSES TO DATE
YOU...



AND CREATE A SOFT-
WARE SIMULATION
OF HER TO KEEP IN
YOUR COMPUTER
WATCH.



YOU COULD HAVE
ONE BUTTON TO
FEED HER AND
ONE BUTTON TO
PUNISH HER.



I'D
BUY
IT.

CAN YOU
ADD A
BUTTON?



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WRITE A PERFORMANCE
EVALUATION FOR
YOURSELF.

SHOOT FOR ABOUT
A 3% RAISE...

BECAUSE THAT'S
WHAT YOU'RE
GETTING.

DILBERT'S INVENTIONS
WILL EARN A BILLION
DOLLARS. BUT WE
THINK HE STEALS
ALMOST AS MUCH.

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DOGBERT CONSULTS

HERE'S A FREE
SAMPLE OF MY
WORK.



SO COMPANY "A"
WAS MANAGED
BY IDIOTS WITH
NO WEB STRATEGY.



WHAT WOULD YOU
RECOMMEND FOR
MY COMPANY?

FIRST,
CHANGE
ITS NAME
TO "A".



DOGBERT CONSULTS

I SAVED SOME
MONEY BY BUYING
A USED CONSULTING
REPORT.



WE'RE GOING TO
GIVE THE EXCLUSIVE
RIGHTS FOR SOME-
THING CALLED DOS
TO SOMETHING
CALLED MICROSOFT.



I HAVE A GOOD
FEELING ABOUT
THIS.



DOGBERT CONSULTS

I GOLF WITH
YOUR CEO.



FOR A MILLION
DOLLARS I CAN
ACCIDENTALLY
BEAN HIM WITH
A GOLF BALL.



HE ALWAYS WEARS
A HELMET.

NOT IN THE
CLUBHOUSE.



THIS WEEK I WAS
RENDERED USELESS
BY THE STRESS OF
BAD MANAGEMENT.



THAT'S SOMETHING
WE ONLY SAY IN
THE CAFETERIA.



YOU'RE
DOING A
TERRIFIC
JOB!

TRY TO
FIND A
MIDDLE
RANGE.



I GOT THE STRESS
EVERYONE TALKS
ABOUT. WHAT
SHOULD I DO?



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TRY USING IT AS
AN EXCUSE FOR
NOT EXERCISING.



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SO...
IT'S A
GOOD
THING?



IT MADE
ME THE
MAN I AM
TODAY.





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BY

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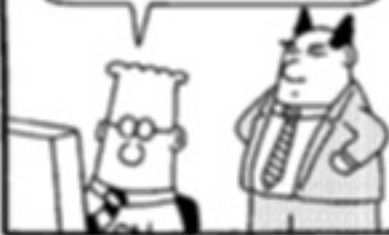
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I HEARD THAT YOU
WON'T GIVE MARKET-
ING THE INFORMA-
TION THEY NEED.



I RESPECTFULLY
DECLINE THE
INVITATION TO
JOIN YOUR
HALLUCINATION.



YOUR
SYSTEM
WORKS.

NEXT TIME
TRY SHORT-
ENING IT
TO "BAH".



THIS SPECIAL T-SHIRT
IS AWARDED TO TED
FOR ALL OF HIS
ACHIEVEMENTS.



NEXT ON THE
AGENDA...



WE'RE PLANNING
SOME STAFF
CUTS.



WE'LL BE SHUTTING
DOWN OUR GLOBAL
COMMUNICATIONS
BUSINESS AND
DE-ORBITING OUR
SATELLITES.



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QUESTION: WOULDN'T
THAT CREATE DOZENS
OF DEADLY FLAME
BALLS SPEEDING
TOWARD EARTH?



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THAT'S WHY WE'RE
AIMING FOR CITIES
THAT HAVE LOTS OF
SWIMMING POOLS.



OUR INVESTIGATIVE
REPORTER HAS IDENT-
IFIED THE COMPANY
BEHIND THE DEADLY
FALLING
SATELLITES.



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WHUMP!



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YOUR
PLAN
WORKED.



WHAT
PLAN?



I'M TIRED OF
GETTING NO
RESPECT AT
WORK.



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I'M GOING TO SEND
MY RÉSUMÉ TO A
COMPANY THAT'S
LOCATED IN A PLACE
I'D NEVER WANT
TO LIVE.



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I WONDER
WHY THEY
DON'T
RESPECT
YOU.



THAT'S
WHAT I
WANT TO
KNOW!



THERE... MY RÉSUMÉ
IS DONE. I WILL
NO LONGER BE A
SLAVE TO MY
COMPANY.



YEAH! NOW YOU'RE
A POTENTIAL SLAVE
FOR A COMPANY IN
AN UNDESIRABLE
LOCATION!



WAS THAT SARCASM
OR SUPPORTIVENESS?

YOU ONLY
THINK
THERE'S A
DIFFERENCE.



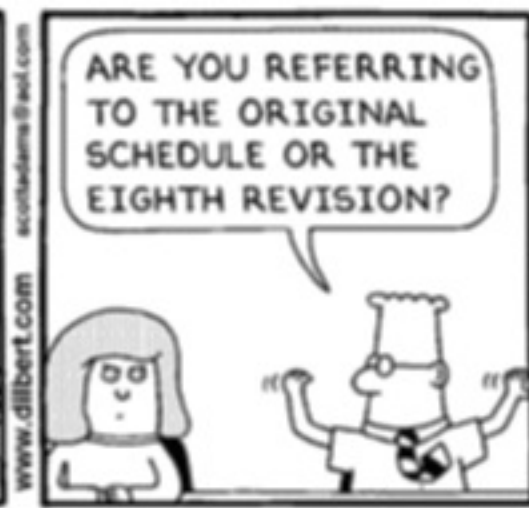


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BY

SCOTT ADAMS





STEP ASIDE.
I'M FROM
I.S.

I DIDN'T ASK FOR
ANY UPGRADES.

THAT'S WHAT
THEY ALL
SAY UNTIL...

IT'S REFORMATTING
MY HARD DRIVE!

THAT'S TEN IN
A ROW. MAYBE
IT'S ME.

HOW LONG
HAS HE BEEN
UNDER YOUR
DESK?

THREE
DAYS.

DID
YOU
FEED
HIM?

JUST
SOME
LICORICE.

YOU SHOULD NEVER
FEED THE I.S.
PEOPLE.

MORE
LICORICE!

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WELL, I UPGRADED
THREE THINGS AND
I ACCIDENTALLY
BROKE THREE THINGS.

IN I.S. TERMS,
I CAME OUT AHEAD.

DOES MY
COMPUTER
WORK?

NO, BUT IF IT
DID, IT WOULD
BE MUCH FASTER.

I FINISHED
UPGRADING THE
SALES SUPPORT
NETWORK.

IS THAT WHY
I CAN'T UNLOCK
MY LEXUS?!!

YOU DON'T OWN A
LEXUS. YOU ONLY
LOOK LIKE A GUY
DOWN THE HALL WHO
OWNS ONE.

I HATE
THAT
GUY.

THANKS TO YOU,
MY COMPUTER
SCREEN IS ALL
FUZZY NOW!



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YOU'RE ALWAYS
FIDDLING WITH
SOMETHING THAT
MAKES SOMETHING
ELSE STOP WORKING.



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DON'T CLEAN YOUR
SCREEN WITH YOUR
HANDKERCHIEF
DURING FLU SEASON.



STOP CHANGING
THE SUBJECT.





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HELP ME INTERVIEW
A CANDIDATE FOR
ENGINEERING.

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I THINK HE'S
TERRIFIC!

UH-OH

ACCORDING TO YOUR
RESUMÉ, PAUL, YOU
INVENTED
E-COMMERCE.

WOW!

I'M GOING TO
HIRE HIM RIGHT
NOW!

HOLD
ON.

PAUL, YOU DIDN'T
REALLY INVENT
E-COMMERCE, DID
YOU?

WELL...

MAYBE I WAS...
UM... PART OF
THE TEAM THAT
INVENTED IT.

NO ONE
INVENTED
E-COMMERCE!

WHEN
CAN
YOU
START?

WHY AM
I HERE?

MAYBE PAUL
CAN TEACH
YOU HOW
TO INVENT
THINGS.

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CATBERT: EVIL H.R. DIRECTOR

YOU NEED MY
APPROVAL FOR
ANY OUTSIDE
JOBS.

OH, MY... I HAVE
THE SUDDEN
REALIZATION
THAT YOU CONTROL
MY ENTIRE LIFE.

BUT YOU CAN'T
CONTROL WHAT
I THINK!

Employee
will say:
"You can't
control what
I think!"

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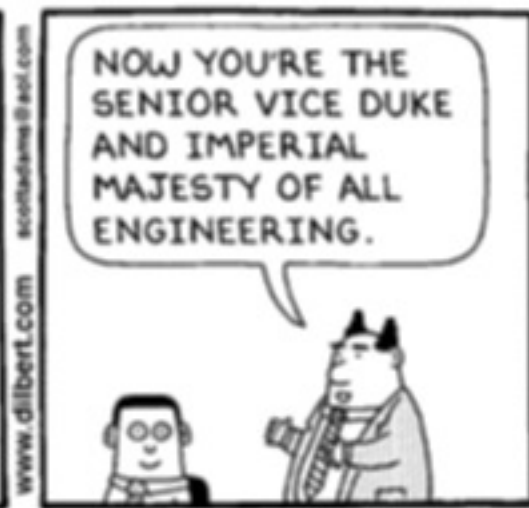
I PLAN TO SPEND
THE NEXT YEAR
ADDING AUTOMATIC
REGISTRATION
TO OUR PRODUCT.

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IT ALREADY
HAS THAT
FEATURE.

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OH.



WE'RE GOING TO
START TRACKING
OUR TIME SPENT
WITH INTERNAL
CLIENTS.



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I WILL CLEVERLY
SEND FAKE BILLS
TO OTHER DEPART-
MENTS TO SHOW
HOW HELPFUL WE
ARE.



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I CAN'T HELP
YOU. I'M BUSY
WITH MY TIME
SHEET.



SOMEONE STOLE
MY PURSE.

SO I USED MY NAVY
SEAL TRAINING TO
BOOBY-TRAP MY
CUBICLE.

AAIEE!!!

THE MAIL
IS EARLY
TODAY.



ALICE, DID
YOU BOOBY-
TRAP YOUR
CUBICLE?



THE QUESTION
IS, WHY ARE
YOU IN MY
CUBICLE?



WHAT IF I
PROMISE TO
NEVER AGAIN
BORROW YOUR
GUEST CHAIR?

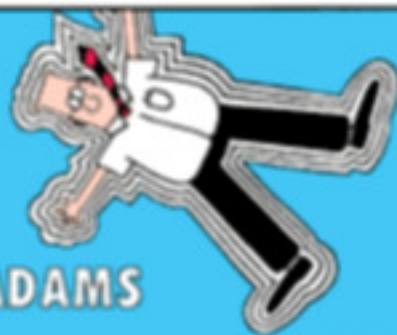
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DILBERT



BY

SCOTT ADAMS

CATBERT: EVIL H.R. DIRECTOR

VIDEO CAMERAS
HAVE BEEN INSTALLED
IN ALL WORK
AREAS.

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E-mail: SCOTT@ADAMS9.ATL.COM

EMPLOYEES MUST
WEAR I.D. BADGES
AROUND THEIR
NECKS.

YOUR INTERNET AND
TELEPHONE USAGE
WILL BE MONITORED.

EVERYONE WILL
UNDERGO MAN-
DATORY DRUG
TESTING.

THEY'RE NOT
RESISTING.

THEY'RE READY
FOR PHASE
TWO.

PREPARE TO BE
PERMANENTLY
MARKED BY HOT
IRONS.

WILL THAT HURT?

I'LL BE FINE.
THANKS FOR
ASKING.

WALLY IS ABOUT TO
EXPERIENCE BRAND
AWARENESS.

I WORK HARDER
THAN YOU. WHY
DO I GET PAID
A FIFTH OF WHAT
YOU MAKE?

THAT'S BECAUSE
THERE ARE MANY
PEOPLE LIKE YOU
BUT FEW PEOPLE
LIKE ME.

MAYBE THAT'S
BECAUSE THE PEOPLE
LIKE ME EVENTUALLY
KILL THE PEOPLE
LIKE YOU.

I SHOULD CREATE
MY OWN LITTLE
INTERNET START-UP.

ALL I NEED IS
A BUSINESS PLAN.

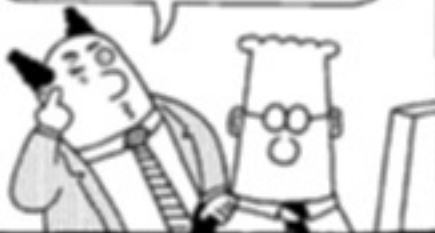
THE V.C.
ARE
SICK OF
B TO B.

THE VIET
CONG ARE
SICK OF
BREAKFAST
IN BED?

I'M NOT ALLOWED
TO POACH EMPLOYEES
IF I LEAVE THIS
COMPANY.



BUT THERE'S NO
LAW AGAINST YOU
ASKING ME FOR
A JOB...WINK
WINK.



I'M NOT GOING
TO WINK ALL DAY,
YOU MORON!



A black and white comic strip panel. On the left, Dilbert is sitting at his desk, looking towards the right. On the right, a boss character is standing and talking to him. The boss is wearing a suit and tie.

HAVE YOU FINISHED
MY BILLION DOLLAR
BUSINESS PLAN YET?

ALMOST.

A black and white comic strip panel. Dilbert is sitting at his desk, looking towards the right. The boss is standing and talking to him.

I'M UP TO THE PART
WHERE THE S.E.C.
INVESTIGATES YOU
FOR SECURITIES
FRAUD.

A black and white comic strip panel. Dilbert is sitting at his desk, looking towards the right. The boss is standing and talking to him.

I CAN'T DECIDE
WHAT THE EMPLOYEES
WILL BE SINGING
WHEN YOU GET
HANDCUFFED.

I HAD PLANNED
TO HIRE ANOTHER
ENGINEER.

AT THE LAST MINUTE
I REMEMBERED
I COULD JUST MAKE
YOU WORK TWICE
AS HARD.

MAYBE YOU COULD
NOMINATE ME FOR
ONE OF THOSE COST-
SAVING AWARDS.

TED, YOUR TEN YEAR
SERVICE PARTY WILL
BE ON TUESDAY.



I'M HAVING
SURGERY
TUESDAY.



MAYBE YOU COULD
DROP OFF A
CASSEROLE ON
YOUR WAY.

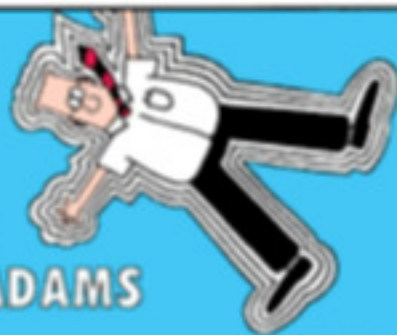




DILBERT®

BY

SCOTT ADAMS



I WAS SO MOTIVATED
BY YOUR PEP TALK
YESTERDAY THAT I
CAME TO WORK TEN
MINUTES
EARLY!

WALLY, WE START
AT EIGHT, NOT
AT NINE.

THAT'S GONNA
COST YOU TEN
MINUTES.

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OUR DISASTER
RECOVERY PLAN
GOES SOMETHING
LIKE THIS...



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HELP!
HELP!



SOMEDAY WE
HOPE TO HAVE
A BUDGET.



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AS YOU CAN
CLEARLY SEE
IN SLIDE
397...



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GAAAAAH!



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"POWERPOINT"
POISONING.



YOUR SALARY IS
115% OF THE MID-
POINT FOR YOUR
RANGE. ISN'T
THAT EXCITING?



WHY DON'T YOU
SAY IT'S 115% BELOW
THE TOP OF THE
RANGE WHICH CAN
NEVER BE ACHIEVED
UNDER OUR
SYSTEM?



NO PEEKING
AT THE SUPER-
VISOR'S PAGE.



DUE TO WORSENING
STORM CONDITIONS,
ALL "NON-ESSENTIAL"
PERSONNEL MAY GO
HOME EARLY.



THIS WILL BE
THE EASIEST
ROUND OF
LAYOFFS EVER.



I KNOW OUR E-MAIL
ADDRESSES ARE
SUPPOSED TO BE OUR
FIRST INITIAL PLUS
OUR LAST NAME.



BUT COULD YOU
MAKE AN
EXCEPTION?

NO.



THAT BRENDA
UTTHEAD IS
QUITE A
WHINER.





DILBERT®



BY
SCOTT ADAMS

A GOOD MANAGER
HIRES PEOPLE
WHO ARE SMARTER
THAN HE IS.

SO... YOUR
BOSS IS
DUMBER
THAN YOU?

AND YOUR BOSS'S
BOSS IS DUMBER
YET?

ACCORDING TO YOUR
THEORY, OUR CEO
IS THE DUMBEST
PERSON IN THE
COMPANY.

UNLESS ALL OF
YOU ARE BAD
MANAGERS.

TRULY WE
ARE DOOMED
EITHER WAY.

THIS CONCLUDES
THE MOTIVATIONAL
PART OF THE
MEETING.

I'D GIVE YOU A
HIGH FIVE BUT
I DON'T LIKE TO
MOVE.

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IF I HIRED YOU,
HOW WOULD YOU
RESPOND TO SOME-
THING LIKE THIS?

I USUALLY
IGNORE
CHAIN
LETTERS.

LET'S
TRY
ANOTHER.

DID YOU
FINISH
YOUR IN
BASKET?

NO, I'LL
NEED A
FEW MORE
APPLICANTS.

CATBERT: EVIL H.R. DIRECTOR

EMPLOYEES WASTE
TOO MUCH TIME
AT FUNERALS.



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ON A RELATED
NOTE, OUR
HEATING COSTS
ARE TOO
HIGH.



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AS A MATTER OF FACT,
I WOULD MIND BEING
CREMATED IN
THE COMPANY
FURNACE.



CATBERT: EVIL H.R. DIRECTOR

WE INCREASED THE
COMPLEXITY OF
YOUR PAY SLIP.



NOW YOU'LL NEVER
KNOW WHEN WE
RIP YOU OFF!
YEEHA!
YEEHA!



THE ONLY PART
THAT REALLY
BUGS ME IS THE
YEEHAS.



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WOULD IT BE OKAY
IF I WORKED PART
TIME?

THAT
DEPENDS.



WOULD YOU BE
WILLING TO COME
IN ON YOUR DAYS
OFF TO FINISH
URGENT PROJECTS?

YES



SO, BASICALLY
YOU NEGOTIATED
A FIFTY PERCENT
PAY CUT?

A black and white comic strip panel showing Dilbert sitting at his desk in an office. He is looking at a computer monitor. A thought bubble above him contains the text: "I'M SITTING IN A BOX AND CHECKING MY STOCKS."

I'M SITTING IN
A BOX AND
CHECKING MY
STOCKS.

A black and white comic strip panel showing Dilbert sitting at his desk in an office. He is looking at a computer monitor. A thought bubble above him contains the text: "I MUST USE ALL MY WILLPOWER TO RESIST CHECKING EVERY TEN SECONDS."

I MUST USE ALL
MY WILLPOWER TO
RESIST CHECKING
EVERY TEN SECONDS.

A black and white comic strip panel showing Dilbert sitting at his desk in an office. He is looking at a computer monitor. A thought bubble above him contains the text: "I'M SITTING IN A BOX AND CHECKING MY STOCKS."

I'M SITTING IN
A BOX AND
CHECKING MY
STOCKS.



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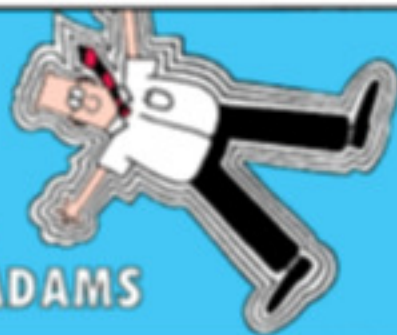


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SO THEY REPLACED
OUR COMPUTERS
AND NEVER
TRAINED US.

I TOLD THEM WE
NEEDED A TRAINING
CLASS BUT THEY
IGNORED MY
REQUESTS.

SO OUR COMPUTERS
SIT THERE UNUSED
WHILE WE DO OUR
WORK THE SLOW WAY.

WHY DON'T
YOU READ
THE COMPUTER
MANUAL?

I DON'T HAVE
TIME FOR THAT!

BUT YOU HAVE
TIME FOR A CLASS?

IT DOESN'T
ADD UP.

I'M
COLD.

YOU SHOULD TRY
WEARING A COAT.
THEY'RE TERRIFIC.

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I NOW OFFER
SELF-SERVICE
CONSULTING.



WRITE DOWN
YOUR STRATEGY
AND I'LL SEND YOU
MASSIVE BILLS.



DO YOU
HAVE A
CARD?

I WAS
HOPING
YOU'D
PRINT
SOME FOR
ME.

SELF-SERVICE CONSULTING

I WAS HIRED
BECAUSE YOU'RE ALL
DUMBER THAN A
CRATE OF
ANVILS.



NOW, CAN ANYONE
TELL ME IF YOUR
OPERATIONS ARE
CENTRALIZED OR
DECENTRALIZED?



OOHI OOH I
JUST THOUGHT
OF A STRATEGY!



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I'M GOING TO FOLLOW TOM PETERS' ADVICE AND BECOME MY OWN BRAND.



THE PHRASE YOU'RE LEAST LIKELY TO HEAR IS, "I GOTTA GET ME SOME OF THAT."



DAY ONE:
NOT SO GOOD.



STEP AWAY FROM
THAT NETWORK
SERVER!

I'M CERTIFIED!

I SUMMON THE
VAST POWER OF
CERTIFICATION!

WELL, THIS IS
EMBARRASSING;
THAT'S ALL I
REMEMBER FROM
THE CLASSES.

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HA HAI YOU NEVER
SHOULD HAVE LET ME
GET A TECHNICAL
CERTIFICATION.



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I USED MY NEW
POWER TO GET
A BETTER JOB
AT A DIFFERENT
COMPANY.



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TELL ME AGAIN
WHY I HIRED
YOU?



AS A MANAGER, IT'S
MY JOB TO REDUCE
THE TURNOVER OF
OUR MOST VALUABLE
EMPLOYEES...



... AND TO INCREASE
TURNOVER OF OUR
LEAST VALUABLE
EMPLOYEES.



OW! FOR THE
JILLIONTH TIME,
WHO KEEPS
KICKING ME?!





DILBERT

BY

SCOTT ADAMS



YOUR RÉSUMÉ SAYS
YOU'RE A MULTI-
CELLED LIFE FORM.



THAT'S EXACTLY
WHAT WE'RE
LOOKING FOR!



I'M TRYING TO
SHAKE HANDS. IF
YOU FEEL HARASSED
IN ANY WAY JUST
LET OUT A YELP.



DILBERT,
MEET THE
NEW GUY.

YOU
HIRED
A GIANT
AMOEBA?

YOU CAN'T GO
AROUND JUDGING
PEOPLE BY THEIR
LOOKS.

WOULD YOU MIND...

TRAINING HIM?

KEEPING HIM
MOIST?

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SO, I HEAR YOU'RE
A SINGLE-CELL
ORGANISM.



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WHAT'S UP
WITH THAT?



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THE NEW GUY IS
ROLLING INTO A
BALL AND SHEDDING
WATER.



BEEN THERE.



THIS ISN'T WORKING
OUT. I HAVE TO LET
YOU GO.



MAYBE YOU CAN
GET YOUR OLD JOB
BACK AT FARWORKS.



GREAT. NOW
HE'S GOING
TO SECRETE.



TODAY I WILL
KNOW THE JOY OF
UNINTERRUPTED
PRODUCTIVITY.



WE'RE FORMING A
POSSE TO FIND OUT
WHO LEAVES CRUMBS
IN THE SINK.



I ASSUME
IT'S YOU.

WE NEED MORE
BLACK SHEEP
AROUND
HERE.



WORK
IS FOR
LOSERS.

A WINNER SAYS,
"THAT'S ON MY
LIST" AND NEVER
COMMITTS TO A
DEADLINE.

WOULDN'T PEOPLE
RESPECT ME LESS?

I DON'T
SEE HOW.



DILBERT®



BY

SCOTT ADAMS

I MAPPED
YOUR
GENOME,
WALLY.

I DIDN'T KNOW THE
HUMAN RESOURCES
DEPARTMENT HAD
THAT TECHNOLOGY.

I USED
A PENCIL.

YOUR GENES PREDICT
THAT YOU WILL BE
A BITTER, LAZY,
CAUCASIAN GUY
WITH SIX HAIRS
AND POOR
VISION.

YOU'LL HATE CUBICLES,
MEASURABLE OBJECT-
IVES, AND CATS WHO
MAP YOUR GENOME.

THIS IS A VIOLATION
OF MY RIGHT TO
PRIVACY! I'LL FIGHT
IT ALL THE WAY TO
THE SUPREME COURT!

NO, ACCORDING
TO MY MAP, YOU'LL
LOSE INTEREST
AND FALL ASLEEP.

I WONDER IF
THIS TECHNOLOGY
WILL EVER FALL
INTO THE
WRONG
HANDS.

ZZZZZ

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NOW SIGN THIS
AND THIS AND
THIS.

THIS IS A
MURDER
CONFESSION.

IT'S
FOR
THE
FILE.

SOMEDAY I'M
GOING TO TAKE
A GOOD LOOK AT
THAT FILE.

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I HID THE EMERGENCY FLASHLIGHTS SO NO ONE CAN PLAY WITH THEM.



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WHO PLAYS WITH FLASHLIGHTS? THAT'S THE DUMBEST THING I'VE EVER HEARD.



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THE SHORT JEDI WILL DIE FIRST.





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I HAVE AN E-MAIL
MONKEY ON MY
BACK, BUT I CAN
QUIT WHENEVER I
WANT.



I DON'T NEED TO
CHECK IT EVERY
MINUTE. I CAN
RESIST.



BUT LOOK! THE
STUPID MONKEY
HIT MY KEYBOARD
WITH HIS FOOT!



CATBERT: EVIL H.R. DIRECTOR

ASOK, YOU HAVE
A BAD CASE OF
E-MAIL MONKEY-
ON-THE-BACK.



THE ONLY CURE
IS TO DEACTIVATE
YOUR INTERNET
CONNECTION.



NO
PROBLEM.
HEH,
HEH.



I KNOW
YOU HAVE
A PALM VII
STRAPPED
TO YOUR
ANKLE.



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I USED TO HAVE AN
E-MAIL MONKEY ON
MY BACK, BUT I
WENT COLD TURKEY.



I STILL DO A
LITTLE CHATTING
BUT THAT'S NOT
ADDICTIVE.

IS IT?



OH, JUST
SHUT UP
AND HOP
ON.





DILBERT®



BY

SCOTT ADAMS

I DECIDED
TO BECOME
A BUSINESS
MANAGER FOR
CELEBRITIES.

WHY?

BECAUSE
BANKS
HAVE
LOCKS.

EVERYTHING YOU OWN
HAS BEEN PUT IN MY
NAME... FOR... UM...
TAX PURPOSES.

YOU'RE SUCH A
GOOD FRIEND.

HOW CAN I EVER
REPAY YOU?

YOU CAN SIGN THIS.
IT GIVES ME THE
RIGHTS TO YOUR
LIFE STORY.

IN THE UNLIKELY
EVENT THAT SOME-
ONE STEALS YOUR
FORTUNE AND YOU
BECOME A PATHETIC
DRUG ADDICT...

... I CAN SELL
YOUR STORY TO
THE "BIOGRAPHY"
CHANNEL.

THEY START
FILMING ON
THURSDAY.

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FROM NOW ON,
THIS IS GOING
TO BE A FUN
ORGANIZATION.



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WHEN ARE
YOU LEAVING?



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I HAD NO IDEA
THAT A RUBBER
CHICKEN COULD
HURT SO MUCH.



WHAT THE WORK-AT-HOME PERSON SAYS

DON'T DISTURB ME
UNLESS THE HOUSE
IS ON FIRE.



WHAT THE REST OF
THE FAMILY HEARS

I AM YOUR SERVANT.
MY SPECIALTY IS
KILLING
SPIDERS.



WHAT THE SPIDERS
HEAR

THE HOUSE
IS FULL OF
WOUNDED
FLIES.



THE MARKETING
GUYS ARE STALLING.
YOU NEED TO
ESCALATE.



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MUST
ESCALATE.



I'LL NEVER
UNDERSTAND
HOW THIS
HELPS.



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CAN YOU
TEST THE
SOFTWARE
TODAY?

NO, I'M
MAKING
MAJOR
CHANGES
TUESDAY.

YOU COULD TEST
THE CURRENT
VERSION.

I WISH PEOPLE
WOULDN'T SLAP
THEIR FOREHEADS
AND SAY "AYE-YI-
YI-YI" EVERY TIME
I TALK.

THIS TO-DO
LIST WILL
MAKE ME MORE
EFFICIENT.

I HAVE THREE FAKE
EMERGENCIES, TWO
DOOMED PROJECTS,
FOUR UNNECESSARY
MEETINGS...

I FIGURED OUT
WHY YOU NEVER
ASK ME HOW MY
DAY WENT.

OFF YOU
GO.

SPEED IS
THE KEY TO
SUCCESS.



IS IT OKAY TO DO
THINGS WRONG IF
WE'RE REALLY,
REALLY FAST?



UM...
NO.

NOW I'M ALL
CONFUSED,
THANK YOU
VERY MUCH.





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DOGBERT CONSULTS

HERE'S MY REPORT
FULL OF OBVIOUS
GENERALITIES.



MY
FEE IS
\$90,000.

WHAT ARE
YOU RECOM-
MENDING?



I RECOMMEND
TELLING
EVERYONE IT
WAS FREE.



DOGBERT CONSULTS

YOU CAN REVIVE THE
ENTREPRENEURIAL
SPIRIT HERE BY
REMINDING PEOPLE
OF THE EARLY YEARS.



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YOUR FOUNDERS
WERE TWO BUMS
WHO BEGAN IN A
CARDBOARD BOX.



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ONE BUM MISDIALED
HIS BOOKIE AND
ACCIDENTALLY
BOUGHT CISCO
STOCK AT
THE IPO.



THIS NEEDS
YOUR APPROVAL.



THE COMPANY
WILL SAVE FORTY
MILLION DOLLARS
BUT YOU'LL BE
TEN THOUSAND
OVER BUDGET.



AND BEFORE YOU
ASK, NO IT WON'T
WORK THE OTHER
WAY AROUND.

WHOSE SIDE
ARE YOU ON?



I'M SURE YOUR BOSS
WILL INCREASE THE
BUDGET IF YOU SHOW
HIM MY PLAN.



I JUST ASKED HIM
FOR SOMETHING
ELSE. I CAN'T
KEEP ASKING HIM
FOR RESOURCES!



SO... YOU THINK
THAT DOING YOUR
JOB IS A SIGN OF
WEAKNESS?



LOOK WHAT IT
DID TO
YOU.



TED, THERE'S A
HUGE DEMAND
FOR EMPLOYEES
LIKE YOU.



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BUT NOT YOU
SPECIFICALLY.

...WHICH IS
FUNNY IF YOU
THINK ABOUT IT.



HEY, IF YOU CAN'T
LAUGH AT YOURSELF,
WHO CAN YOU
LAUGH AT?



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MY STOCK OPTIONS
ARE WORTH A
FORTUNE NOW, YOU
MISERABLE BAG
OF CRUD!



OH, LOOK, THEY'RE
BACK DOWN TO
WORTHLESS.



TRY TELLING HIM
THAT BAGS OF CRUD
ARE HIGHLY VALUED
IN SOME SOCIETIES.





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WALLY, WHAT'S THE STATUS OF OUR VITAL RECORDS PROTECTION PLAN?

THINK FAST.

I...UH...DID EXTENSIVE INTERVIEWS WITH KEY STAKEHOLDERS.

THEN I... UH...FORMED A PLAN...

NOW ALL THE RECORDS ARE DIGITIZED AND STORED WITH 512 BIT ENCRYPTION...

...AT THE CENTER OF THE EARTH... ON NATURAL MAGNETS.

I MEANT YOU SHOULD READ THE PROJECT TEAM'S STATUS REPORT.

THEY CLAIM TO HAVE A PLAN.

LIARS.

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THE EVIL H.R. DIRECTOR

WHAT NEW EVIL DO
YOU BRING ME,
UNION STEWARD
STUART?



EMPLOYEES SHOULD
NOT BE ALLOWED
TO MOVE COMPANY
COMPUTERS. THAT'S
UNION WORK.

THAT'S
OLD
EVIL.



IT'S NEW IF
WE INCLUDE
PDAS AND
LAPTOPS.

I LIKE THE
CUT OF YOUR
GIBLETS.



OUR NEW OFFICE
BUILDING WILL BE
AN ARCHITECTURAL
MASTERPIECE!



THE VOICES IN MY
HEAD ARE SHOUTING
"NO STORAGE
SPACE! NO STORAGE
SPACE!"



WHAT IS
HAPPENING
TO ME?

IT'S CALLED
EXPERIENCE.



DOGBERT CONSULTS

YOU NEED TO
REORGANIZE BY
CUSTOMER TYPE.

ONE DIVISION
WOULD FOCUS ON
SELLING TO
FEEBLE-MINDED
PEOPLE.

ARE YOU GESTURING
AT ME BECAUSE I
WOULD WORK IN
THAT DIVISION?

WHAT'S
YOUR SECOND
GUESS?

MY PHILOSOPHY
IS: MEASURE
TWICE...



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THEN CUT
TWICE, THEN
UH...



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GIVE THE
TAPE MEASURE
A BAD
PERFORMANCE
REVIEW?

HEE
HEE!

OOH.



A black and white comic strip panel. On the left, Dilbert, a small character with glasses and a tie, is standing and talking. On the right, his boss, a larger character with a prominent nose and a suit, is listening. The boss's head is tilted back slightly.

YOUR OFFICE
IS TOO FAR
FROM THE
EXECUTIVE
OFFICES.

IT
IS?

A black and white comic strip panel. The boss is on the left, looking at Dilbert on the right. Dilbert is holding a small object in his hand. The boss has a speech bubble that says "GONE!".

THEY ARE ACTIVELY
FORGETTING YOUR
NAME EVEN AS
WE SPEAK. IT'S
GOING... GOING...

GONE!

A black and white comic strip panel. The boss is on the left, looking at Dilbert on the right. Dilbert is sitting at a desk with a computer monitor. The boss has a speech bubble that says "CAROL, WE HAVE TO MOVE MY OFFICE!". Dilbert has a speech bubble that says "HAVE WE MET?".

CAROL, WE
HAVE TO
MOVE MY
OFFICE!

HAVE
WE
MET?

PERFORMANCE REVIEW

LASTLY, WHAT
HAVE YOU DONE
TO IMPROVE
THE MORALE
OF YOUR
CO-WORKERS?



I DIDN'T GIVE
THEM THE BEATINGS
THEY SO RICHLY
DESERVED.



I'LL SHORTEN
THAT TO
"TEAM PLAYER"?





DILBERT®

BY

SCOTT ADAMS



THE INSPIRATIONAL CEO

OUR COMPANY IS TOO GOOD TO HAVE RESULTS THIS POOR.



QUESTION.



3.14% ENGINEERS.

WHAT?



ARE YOU SAYING THE LAWS OF CAUSE AND EFFECT DO NOT APPLY?



LOGICALLY, IF WE WERE GOOD, WE WOULD GENERATE GOOD RESULTS.



IS IT NOT MORE LIKELY THAT WE ARE PATHETIC LOSERS WHO GET EXACTLY WHAT WE DESERVE?



YES, INDIVIDUALLY YOU'RE ALL LOSERS. BUT TOGETHER WE'RE A GREAT COMPANY.

THANKS TO MY LEADERSHIP.



I FEEL LIKE SQUIRMING BUT I DON'T HAVE THE ENERGY.



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WE CAN'T PAY YOU
THIS WEEK BECAUSE
YOUR POSITION CODE
IS MISALIGNED

WITH YOUR
MODULE.



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WORSE YET, NO ONE
KNOWS WHAT THAT
MEANS OR WHOSE
RESPONSIBILITY IT
IS TO FIX IT.



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WHO TOLD
YOU ABOUT
THE PROBLEM?

IT WAS AN
ANONYMOUS
NOTE WITH
DISAPPEAR-
ING INK.



I'M TRYING TO FIND
SOMEONE WHO CAN
HELP ME WITH A
PAYROLL PROBLEM.



YOU'RE CLOSE. I'M
THE GUY WHO
FORWARDS YOUR
CALL TO THE WRONG
PERSON.



I'D LIKE
TO SPEAK
WITH YOUR
SUPERVISOR.

I'LL FOR-
WARD
YOUR
CALL.



HELEN, I'M
TRANSFERRING
YOU TO THE
TEMPORARY
ZOMBIE
DIVISION.



YOU WILL BE WITH
OTHER PEOPLE WHO
ARE PLANNING
WEDDINGS, RAISING
BABIES AND
DIVORCING.



SHE
TOOK MY
DOG.

ALL THE
GOOD
PLACES
ARE
BOOKED.



DO YOU
WANT A
STOCK
TIP?



ARE YOU ASKING
ME TO BELIEVE
YOU'RE A LOSER AT
EVERY ASPECT OF
LIFE EXCEPT
PICKING
STOCK?



THAT'S
NOT
WHAT
I'M
ASKING.

IT'S
IMPLIED.



HERE'S THE NEW
GUY. I DON'T
KNOW HIS NAME.



HE'S EITHER
RUDE OR SHY.
NO ONE KNOWS
FOR SURE.



IF YOU FIGURE
IT OUT, NAME
HIM EITHER
SHILO OR RUDY.



WHY DON'T YOU
HAVE A LITTLE
COFFEE WITH
YOUR SUGAR,
ALICE?



HEH, HEH. IT'S
FUNNY BECAUSE
IT'S USUALLY THE
OTHER WAY
AROUND.



I DON'T SEE HOW
SOMETHING CAN
BE FUNNY 300
TIMES BUT NOT
301 TIMES.





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BY

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HOW DO I
GET RID OF
MY OLD
COMPUTER?

WHY DON'T
YOU GIVE
IT TO A
SCHOOL?

WELL, IT WOULD
TAKE ME A WEEK
TO FIND SOMEONE
TO TAKE IT.

THE HARD DRIVE
IS BROKEN AND
IT HAS NO
SOFTWARE.

AND IT WOULD
CAUSE A TAX
ACCOUNTING
NIGHTMARE.

MAYBE YOU COULD
LEAVE IT ON THE
SCHOOL PLAYGROUND
AT NIGHT.

THAT'S WHAT
I DID WITH
MY OLD
REFRIGER-
ATOR.

WHAT I HATE
MOST IS THAT I
DIDN'T HAVE A
BETTER IDEA.

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I JUST MET WITH
THE BIRDABON
SOCIETY. I HAD TO
PROMISE WE WON'T
HURT ANY BIRDS.



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OUR CATERER
SERVED CHICKEN
SANDWICHES
FOR LUNCH.



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I PRETENDED TO
GIVE MINE CPR
BUT I WAS REALLY
EATING IT.



DID DILBERT DO
SOMETHING
TERRIBLE OR AM
I HALLUCINATING?



I'D BETTER PLAY
IT SAFE AND
PUNISH HIM IN
WAYS THAT ARE
AMBIGUOUS AND
UNTRACEABLE.



I HAD TO CHANGE
YOUR NETWORK
PASSWORD TO
"DIE-DILBERT-DIE"
AND I CAN'T
SAY
WHY.



YOU NEED "DOGBERT'S
DYSFUNCTIONAL
EMPLOYEE RECRUIT-
MENT SERVICES."



I ONLY RECRUIT
EMPLOYEES WHO
WERE RAISED IN
DYSFUNCTIONAL
FAMILIES. THEY
DON'T MIND BEING
MISTREATED!



HOW
SOON
CAN YOU
GET ME
SOME?



I HAVE A
DOZEN IN
THE TRUNK
OF MY
CAR.



I UNDERSTAND
THAT YOU WERE
RAISED IN A
DYSFUNCTIONAL
FAMILY.

YES

YOU'RE GONNA
WORK SEVENTY
HOURS A WEEK
OR YOU'RE
WORTH-
LESS !!

YOU
LOVE
ME.

ARE THERE
ANY MORE
LIKE YOU
AT HOME?

YOU'RE WORKING
ME TOO HARD! I
WANT TO GET HOME
IN TIME TO KISS
MY DAUGHTER
GOODNIGHT!



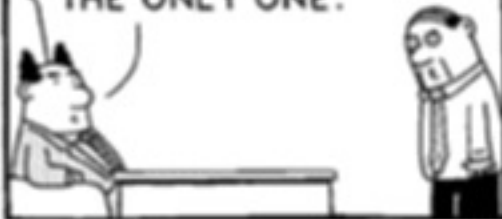
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AND I'M NOT
THE ONLY ONE
WHO FEELS
THIS WAY.



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I'VE SEEN YOUR
DAUGHTER AND
I'M FAIRLY
CERTAIN YOU'RE
THE ONLY ONE.



CATBERT: EVIL H.R. DIRECTOR

YOU THINK
YOU'RE
SATISFIED
WITH
YOUR
JOB.



IN REALITY
YOU'RE JUST
AFRAID
OF
CHANGE!



THAT WAS
SOME OF MY
BEST WORK.



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SOMETIMES A
MANAGER MUST
DELIVER BAD
NEWS.

LUCKILY I
ENJOY IT.

OUR SALES
FORCE FAILED
TO MEET THEIR
GOALS.

SO I HAVE
TO FIRE AN
ENGINEER
TO REDUCE
EXPENSES.

WHAT?

YOU SHOULD
FIRE THE
INCOMPETENT
SALES PEOPLE!

IT'S IMMORAL TO
PUNISH INNOCENT
ENGINEERS FOR THE
SINS OF SALES PEOPLE!
I WILL FIGHT
THIS ALL THE
WAY!

I'M FIRING
TED, NOT YOU.

FAIR ENOUGH.

CAN YOU WAIT
UNTIL I
BORROW HIS
HOLE PUNCHER?

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WHAT
THE...?

YOU STILL
WORK
HERE?

THAT'S GONNA
TAKE A BITE
OUT OF MY
PRODUCTIVITY.

YOUR PERSONAL USE
OF THE INTERNET IS
LIKE STEALING
FROM THE COMPANY!



YOU WORK IN
HUMAN RESOURCES;
THAT'S LIKE
STEALING FROM
THE COMPANY, TOO.



MAYBE WE
SHOULD
FORM A
GANG.



OUR RECORDS SHOW
THAT YOU USED THE
INTERNET FOR
PERSONAL REASONS.

YOU'RE
FIRED.



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PLEASE, I MERELY
ORDERED GROCERIES
ONLINE SO THAT I
MIGHT HAVE MORE
TIME FOR WORKING.



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MY MOTTO IS, YOU
CAN'T SPELL "WHO
CARES?" WITHOUT
H.R.

IT'S EVIL, BUT
IT'S TRUE.



I... MUST... RESIST
... USING... THE
INTERNET FOR
PERSONAL REASONS.



GAA! THERE'S A
WHOLE WORLD OF
KNOWLEDGE AND
ENTERTAINMENT
AT MY FINGER-
TIPS... TEASING
ME!



ICE
CREAM!
I'M SO
HUNGRY!

NO EATING
IN YOUR
CUBICLE.



I FIRED EVERYONE
WHO USED THE
INTERNET FOR
PERSONAL STUFF.

THE ONLY WRINKLE
IN THAT POLICY
IS THAT YOU AND
I ARE THE ONLY
EMPLOYEES LEFT.

AND FRANKLY,
I USE THE WEB
FOR PERSONAL
STUFF TOO.

CAN YOU
TEACH ME
HOW?

AND WHAT'S YOUR
REASON FOR LEAVING
YOUR PREVIOUS
JOB?



YOU FIRED ME
YESTERDAY FOR
NON-BUSINESS
USE OF THE
INTERNET.



CRIME
DOESN'T
PAY.

WAIT UNTIL
YOU HEAR
MY MINIMUM
ACCEPTABLE
SALARY.





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THANK YOU.
HAVE A NICE
DAY.

SHE'S FLIRTING
WITH ME.

UM...WOULD YOU
LIKE TO GO OUT
ON SATURDAY?

I WASN'T FLIRTING.
THIS IS MY PHONY
CUSTOMER SERVICE
SMILE.

EMPLOYEES ARE
REQUIRED TO
SMILE.

OKAY, BUT NOW
YOU'RE FLIRTING.
AREN'T YOU?

NO,
STILL
PHONY.

WALLY HAS TO
SEE THIS.

HEY, IT
LOOKS LIKE
SHE'S FLIRT-
ING WITH
ME!

IS THIS
GREAT
OR
WHAT?

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MY SON IS FLUNKING
ALL HIS CLASSES. I'M
HOPING HE CAN GET A
JOB INVOLVING
COMPUTERS.



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CARRYING
THEM?



PEOPLE DON'T LIKE
IT WHEN YOU FILL
IN THE BLANKS IN
THEIR STORIES.



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TED, YOUR THIRTY-DAY DANCE OF DEATH BEGINS TODAY.



YOU MUST FIND A NEW JOB WITHIN THE COMPANY DURING THAT TIME.



IS THE SPRAY-PAINT ABSOLUTELY NECESSARY?

THAT'S AN "L."



I NEED A NEW JOB
WITHIN THE
COMPANY BEFORE
THE WINDOW SHUTS.



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CATBERT IS
ALREADY UP
TO "O." NEXT
WEEK HE GETS
AN "S."



WHAT'S HE
SPELLING?



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HE WOULDN'T
SAY, BUT IT
STARTS WITH
AN "L."



CATBERT SAYS I
HAVE TO GET A
NEW JOB WITHIN
THE COMPANY.



COULD YOU
FIND IT
WITHIN
YOUR
HEART...



I'LL
CHECK.



NOPE. NO
JOBS IN
THERE.



TODAY IS MY LAST
DAY. I'M SAYING
MY FAREWELLS.

WE'VE NEVER TALKED,
BUT I WAS WORKING
MY WAY DOWN THE
ROW AND HERE
YOU ARE.

SO...
LET'S
STAY
IN
TOUCH.

DON'T
BE A
STRANGER.

I'VE ALWAYS BEEN
AN INCURABLE
ROMANTIC.



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DO YOU MIND IF I
TAKE OFF MY SHOE?
I'VE GOT SOME SORT
OF FUNGUS THAT
NEEDS AIR.



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I'M
CURED!



I LIKE TO
SCRATCH IT
ON THE
TABLE LEG.

OOPS. IS
THAT
YOU?



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AM I
FIRED?

OF COURSE NOT, TED.
I ENJOY E-MAILED
JOKES AS MUCH AS
ANYONE.

I'M STILL LAUGHING
ABOUT YOUR "TOP
TEN SIGNS THAT
YOUR BOSS IS A
HAIRLESS RODENT".

I ASKED YOU HERE
TO DISCUSS THE
RECLASSIFICATION
OF YOUR JOB.

STARTING TODAY,
THE JOB REQUIRES
A PH.D.

FEEL FREE TO APPLY
FOR YOUR OWN JOB.

WHEW! LUCKILY,
I HAVE A PH.D.

YOU DO?

WELL, THE JOB ALSO
REQUIRES AN
OLYMPIC GOLD MEDAL.

SYNCHRONIZED
SWIMMING,
1992.

AND A POST-
HUMOUS
CONGRES-
SIONAL MEDAL
OF HONOR.

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THIS SIGN IS MY
PASSPORT TO
CUBICLE TRAN-
QUILLITY.



I WONDER WHY
NO ONE EVER
THOUGHT OF IT
BEFORE.



NICE SIGN. DOES
IT KEEP AWAY THE
UNDESIRABLES?



YOU SHOULD PUT AN
"E-" IN FRONT OF
YOUR TITLE.



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IT'S TOO BORING
JUST BEING THE
DIRECTOR OF
INFORMATION,
OPERATIONS AND
TECHNOLOGY.



FROM
NOW ON,
CALL ME
THE
E-DIOT.



IF ONLY
THERE
WERE AN
EASY WAY
TO
REMEMBER
THAT.



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YOU CAN
COMPENSATE
FOR YOUR LACK
OF KNOWLEDGE
BY TALKING
TOO MUCH.



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AND DON'T BE
LIMITED BY
SOCIETY'S
EXPECTATION
THAT YOU BE
INTERESTING.



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SOMETIMES I LIKE
TO SIT QUIETLY AND
THINK UP IDEAS.

NOTHING
GOOD CAN
COME FROM
THAT.



I'M LEARNING
TO GOLF.



NOW I WON'T BE
EXCLUDED FROM
ALL THE MALE-
DOMINATED GOLF
EVENTS.



HAVE YOU BEEN
DOMINATING
GOLF EVENTS?

SOMETIMES
I CAN MAKE
THEM MISS
PUTTS ON TV.



THANKS,
HUN.

HON?!

YOU SEXIST 2! 米2!
I WILL BURN YOUR
VILLAGE AND MAKE
SLAVES OF YOUR
CHILDREN!

IT'S SHORT
FOR ATTILA
THE HUN.
EVERYONE
CALLS YOU
THAT.

THAT
SEEMS
HARSH.

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I DECLARE NEXT
FRIDAY TO BE
"HAWAIIAN SHIRT
DAY."



HEY, YOU'RE
DISGUIISING
PUNISHMENTS
AS PERKS!



THEY'RE
ON TO US.



DID YOU
TRY THE
FAKE
SMILE?





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WE HAVE A GIGANTIC
DATABASE FULL OF
CUSTOMER BEHAVIOR
INFORMATION.



EXCELLENT. WE CAN
USE NON-LINEAR
MATH AND DATA
MINING TECHNOLOGY
TO OPTIMIZE OUR
RETAIL CHANNELS!

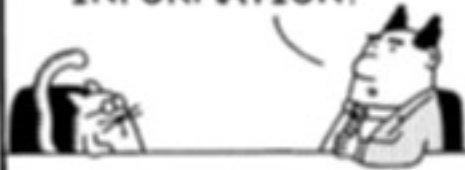


IF THAT'S THE
SAME THING AS
SPAM, WE'RE
HAVING A GOOD
MEETING HERE.



CATBERT: EVIL H.R. DIRECTOR

WHAT'S THE MOST
EVIL WAY TO
USE OUR DATABASE
OF CUSTOMER
INFORMATION?



SHOULD WE SELL
OUR MAILING
LISTS, SPAM
WITHOUT MERCY,
OR JUST BLACK-
MAIL CUSTOMERS?



UM...
DO YOU
HAVE ME
IN THAT
DATA-
BASE?



WE KNOW
ALL ABOUT
YOUR
CLUMPING
PROBLEMS.



THE DOGBERT TEMP
AGENCY USES
GENETIC ENGINEERING
TO GROW OUR OWN
WORKERS.

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ISN'T THAT
DANGEROUS?

I WEAR
SAFETY
GOGGLES.

I'M THE
NEW
TEMP.

UM...
I'M
ALICE.

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IT'S A PLEASURE
TO MEET YOU,
ALICE.



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OOOWEE!
THAT WAS A
GOOD HAND
SHAKE.





I'M FROM THE
DOGBERT TEMP
AGENCY. DO YOU
NEED A HAND?

I GET
IT. HEE
HEE!

GET
WHAT?

THEN I SAID,
"DON'T GET MAD;
TRY COUNTING
TO FIFTEEN."

OUCH.

THESE COPIES
YOU MADE
FOR ME
ARE BLANK.



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THAT'S
BECAUSE
ALL THE
ORIGINALS
WERE BLANK.



MAYBE YOU
COULD HAVE
CHECKED
THE OTHER
SIDES.



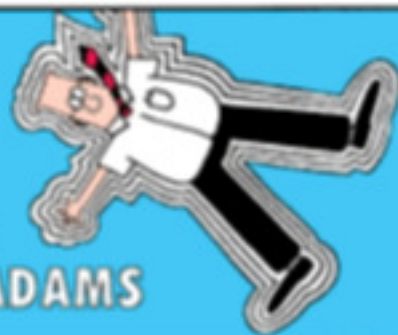
TALK
TO THE
HAND.



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I'M WRITING A
BUSINESS BOOK CALLED
"CHANGE HAPPENS.
GET OVER IT."

THE TITLE
SAYS IT
ALL.

YEAH, IT
NEEDS
FILLER.

HOW
ABOUT A
PARABLE?

GOOD
IDEA.

TWO BULLS
WERE
TALKING.

ONE BULL SAYS,
"I'M AFRAID OF
CHANGE."

THE OTHER
BULL SAYS,
"GET OVER IT."

LATER THAT DAY
THEY WERE BOTH
GROUND INTO
HAMBURGERS AND
SERVED AT A PICNIC.

THE HARD PART
WILL BE FINDING
SOMEONE TO WRITE
THE FOREWORD.

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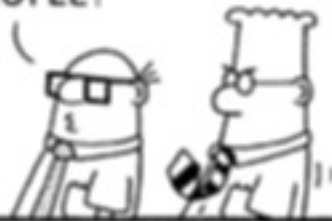
ALL MUSIC ON THE
INTERNET SHOULD
BE FREE. ARTISTS
COULD MAKE MONEY
FROM DIGITAL TIPS.



GREAT IDEA. WE'LL
DO THE SAME
THING HERE WITH
THE ENGINEERS.



HAVE YOU EVER
NOTICED THAT MY
IDEAS ARE ONLY
BRILLIANT WHEN
APPLIED TO OTHER
PEOPLE?



MY NAME IS WALLY
AND I'LL BE YOUR
ENGINEER.



OUR SPECIAL TODAY
IS INCOMPREHEN-
SIBLE MUMBLING
IN AN ACRONYM
SAUCE WITH A
SNIDE OF ATTITUDE.



I'LL
JUST
HAVE A
TECH-
NICAL
REVIEW.

DO YOU
WANT
SARCASM
WITH THAT?



I HATE
WORKING
FOR TIPS.

NO, I
ORDERED
THE
R.F.P.

MAYBE YOU WERE
THINKING R.F.P.
BUT YOU **SAID**
SPEC BINDER, YOU
ARROGANT COW!

WITH ANY LUCK,
SHE'LL SAY, "YOU
HAD ME AT COW."

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HOW MUCH DID
YOU MAKE IN
TIPS TODAY?



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THREE BREATH
MINTS AND ONE
DEATH THREAT
SCRAWLED ON A
NAPKIN.



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I HOPE I DON'T
FORGET WHICH
BREATH MINT
CAME FROM THE
NAPKIN GUY.



DILBERT, MY MAN,
YOU'RE STAYIN'
REAL AND KEEPIN'
TO THE CORE.



IS
THAT
GOOD?



I DON'T
EVEN
KNOW
WHAT IT
MEANS.



WHY DO YOU SAY
THINGS THAT HAVE
NO MEANING?



DU-U-U-DE!



I USED TO
NOT CARE
ABOUT MY
SUBORDINATES.



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BUT
THAT'S
ALL
CHANGED.



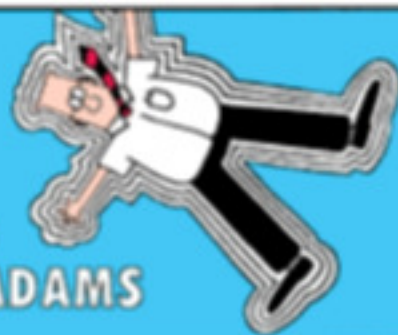
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NOW I DELEGATE
THE NOT-CARING
FUNCTION TO
WHAT'S-HER-FACE
OVER HERE.





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BY

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MY ANALYSIS SHOWS
THAT YOUR PET
PROJECT ISN'T
FEASIBLE.

TRY WORKING
THE NUMBERS.

THAT WOULDN'T
CHANGE THE
UNDERLYING
REALITY.

WHAT IF WE
MASSAGED THE
NUMBERS?

MASSAGING THE
NUMBERS MEANS
THE SAME THING
AS WORKING THE
NUMBERS.

YOU CAN'T MAKE THE
IMPOSSIBLE POSSIBLE
BY HALLUCINATING
NEW NUMBERS.

DO YOU HAVE
ANY OTHER
IDEAS?

THAT DEPENDS ON
WHAT THE PHRASE
"FIDDLE WITH THE
NUMBERS" MEANS.

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WALLY, WE CAN'T
FIND OUR CPR
DUMMY. I NEED
YOUR HELP.



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FINDING
IT?



YES, ASSUMING YOU
CAN DO THAT WHILE
LYING ON YOUR
BACK WITH
YOUR MOUTH
OPEN.

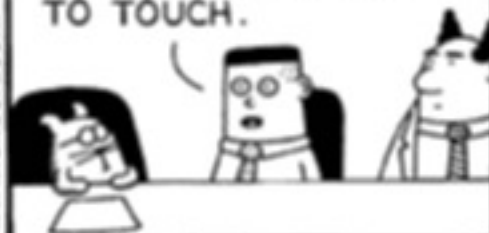


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THE COMPANY WILL
BE HOLDING MAN-
DATORY CPR
TRAINING FOR
ALL EMPLOYEES.



I AM SURROUNDED
BY PEAR-SHAPED,
BEEF-EATING,
MIDDLE-AGED MEN
WHO I PREFER NOT
TO TOUCH.



UH-OH...
I HOPE THAT'S
JUST STRESS.



ASOK IS DOWN.
DOES ANYONE
KNOW CPR?



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IS CPR THE ONE
WHERE WE TAKE
HIS KIDNEY AND
LEAVE HIM IN A
TUB OF ICE?



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UM...
I DON'T
THINK
SO.



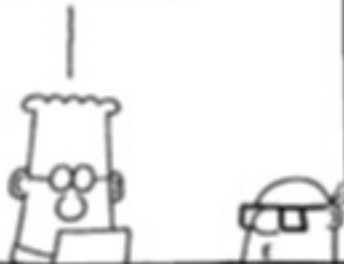
WE'D BETTER
STRIP HIM
AND SHAVE
HIM JUST
IN CASE.



OKAY, WE HAVE ONE
VOTE FOR USING CPR,
ONE VOTE FOR THE
HEIMLICH MANEUVER...



AND TWO VOTES
FOR SNEAKING UP
BEHIND HIM AND
YELLING "BOO."



I DON'T
SEE HOW
WE CAN
GET BEHIND
HIM.

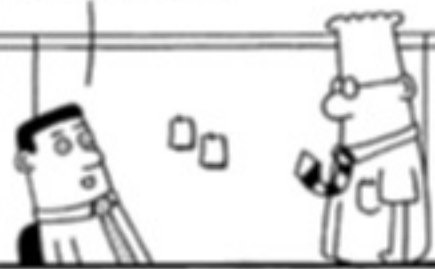
WHAT IF
WE DRILL
A HOLE
FROM
BELOW?



I'LL SEE IF THE GUYS
IN MARKETING
KNOW FIRST AID.



REALLY? I PICKED
THAT INTERN IN
OUR ENGINEERING
DEAD POOL!



APPARENTLY OUR
TEAM-BUILDING
POTLUCK LUNCH
DIDN'T TAKE.





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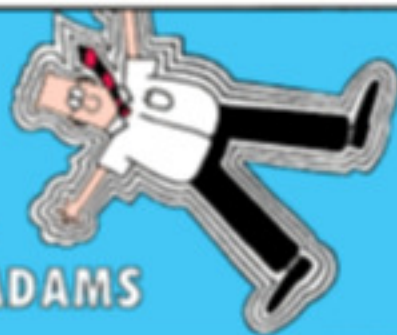


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JURY DUTY

WHAT EXCUSE
ARE YOU
PLANNING
TO USE?

I'M HAPPY TO SERVE.
IT'S MY CIVIC
RESPONSIBILITY.

INSANITY;
GOOD ONE.

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JURY SELECTION

JUROR EIGHT, DO YOU
HAVE ANY MEDICAL
PROBLEMS THAT WOULD
PREVENT
YOU FROM
SERVING?



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NO, I NEED
JURY DUTY.



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WOULD IT BE FAIR
TO SAY YOU DON'T
KNOW WHAT YOU
NEED?

WHY DOES
EVERYONE
ASK ME
THAT?



JURY SELECTION

YOUR HONOR, IT IS
AGAINST MY RELIGION
TO JUDGE OTHERS.
ONLY GOD MAY JUDGE.



YOU'RE
EXCUSED.



OOH OOH! I JUST
CHANGED MY
RELIGION!

JERK



MY CLIENT'S
LIFE NOW RESTS
IN YOUR CAPABLE
HANDS.

ZZZZZ
ZZZZZ
ZZZZZ

JURY DELIBERATIONS

DID ANYTHING
HAPPEN AFTER
"PLEASE RISE"?

THE JURY VERDICT

WE FIND THE
DEFENDANT
GUILTY...



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...OF THIS
CRIME AND
MAYBE A FEW
OTHERS THAT
DIDN'T
COME UP.



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LASTLY, DO YOU HAVE
ANY BROCHURES FOR
THE WITNESS PROTEC-
TION PROGRAM?





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WE DON'T HAVE
ENOUGH ENGINEERS
TO HANDLE ALL THE
REQUESTS FOR
SALES SUPPORT.



BUILD AN ONLINE
DATABASE TO LOG
ALL THE REQUESTS.



IT MIGHT LOOK AS IF
I'M STARING AT YOU
WITH A MIXTURE OF
CONTEMPT AND DIS-
BELIEF, BUT I'M
ACTUALLY
MEDITATING.



IS THAT
WHAT YOU
WANTED?



I'M
NOT
SAYING.



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IF I TELL YOU IT'S
GOOD, YOU'LL RUB
IT IN MY FACE AT
YOUR PERFORMANCE
REVIEW.



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I'M
SORRY.



SEE
HOW
YOU
ARE?



DOGBERT CONSULTS

I'VE BEEN TOLD
TO MAKE A
SUCCESSION PLAN.



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THE PLAN SHOULD
SAY WHAT TO DO
IF I DIE.

I CAN
HELP.



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AND IF SATAN MAKES
YOU STAND IN FLAMING
WORMS UP TO YOUR
NOSE, TRY STANDING
ON YOUR TIPTOES FOR
ETERNITY.



THE SUCCESSION PLAN

IF ANYTHING
HAPPENS TO
ME, WALLY WILL
BE YOUR LEADER.



I HAVE A
MULTI-VITAMIN!
QUICK, TAKE
IT! //



WE'RE
SAFE FOR
NOW.

THIS
TURNED
OUT TO BE
A MIXED
BLESSING.



WHY DID YOU
CROSS-CHARGE
YOUR TIME TO MY
BUDGET?

I ATTENDED
YOUR MEET-
ING.



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ALL YOU DID WAS
SIT THERE LIKE
A DRUNKEN MONKEY.
I WANT A REFUND.

TALK TO
MY BOSS.



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...SO IT
DOESN'T
SEEM
FAIR.

KA-CHING!



ARE THERE
ANY QUESTIONS?



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DO YOU EVER FEEL
ALONE WHEN YOU'RE
WITH PEOPLE?

I TRY
TO.



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EVERYTHING IS
READY. WE JUST
NEED THE BUDGET.

YOU DID GET
THE FUNDING...
DIDN'T
YOU?

I'VE BEEN
VERY BUSY.

THIS PROJECT HAS
BEEN YOUR TOP
PRIORITY FOR
OVER A YEAR!!!

YOU ONLY HAD
ONE TASK: GET
FUNDING.

WHAT HAVE
YOU BEEN
DOING FOR THE
PAST YEAR?!

I REMEMBER
ATTENDING
MEETINGS...

AAY-
III-
YIII-
YIII!!

IF YOU NEED
ANYTHING,
JUST HOLLER.

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I WORRY THAT
CASUAL DRESS DAYS
ENCOURAGE FLIRTA-
TIOUS BEHAVIOR.



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I MEAN, LOOK HOW
ADORABLE I AM
IN MY TURTLENECK
SWEATER. HOW ARE
THE LADIES SUPPOSED
TO CONCENTRATE?

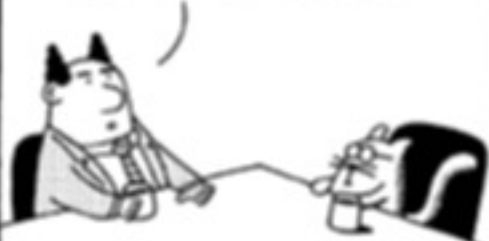


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DO YOU THINK
I SHOULD PUT
WARNING CONES
AROUND MY
CUBICLE?



CASUAL DRESS DAY
IS HURTING OUR
PRODUCTIVITY. WE
NEED TO CANCEL IT.



IS IT POSSIBLE THAT
OUR REAL PROBLEMS
ARE CAUSED BY
IRRATIONAL
MANAGEMENT?



NO, I THINK
COMFORTABLE
PANTS ARE
THE PROBLEM.



SOUNDS
RIGHT.

THERE WILL BE
NO MORE CASUAL
DRESS DAYS.



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WE BELIEVE THAT
EMPLOYEES WORK
HARDER WHEN
THEY ARE WEARING
UNCOMFORTABLE
CLOTHES.



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I FEEL ALL
MOTIVATED BUT
I CAN'T LIFT
MY ARMS.



I'M THINKING OF
ADOPTING AN
INCOMPREHENSIBLE
ACCENT SO PEOPLE
WON'T ASK ME
QUESTIONS.



UM...ARE YOU
LEAVING THAT
COFFEE POT
EMPTY RIGHT
IN FRONT OF ME?



MEEYERNA
DERNA FURNA
ALGONKIN
BUHJOORNA.



WALLY, ARE YOU
FREE FOR LUNCH?

I NEED TO REMIND
MYSELF HOW LUCKY
I AM THAT I DON'T
HAVE YOUR LAZINESS
OR PERSONALITY
OR LOOKS.

WOULD YOU SAY
I'M KIND OF A
RENAISSANCE
LOSER?

AS YOU KNOW, I'M
THE ONLY EMPLOYEE
WHO IS NOT
EXCEEDING
EXPECTATIONS.



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YOU SHOULD PUNISH
THE OTHERS FOR
UNSCRUPULOUSLY
PADDING THEIR
OBJECTIVES!

THOSE
LYING
WEASELS!!



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CAN I GET A
WHISTLE-BLOWER
AWARD FOR
THIS?





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I MUST CLEAR
MY MIND OF
ALL THOUGHTS.

AT THE END OF
THE DAY WE'LL
BE IN A MARKET
SPACE ON A
GOING FORWARD
BASIS.

OM...
OM...
PAGE...

I'LL COME BACK
WHEN YOU'RE
DONE PRACTIC-
ING BEING
USELESS.

I THINK HE
TRIED TO
MEDITATE.

THAT'S
THE
PROBLEM.



YOU SHOULDN'T MIX
MEDITATION WITH
MANAGEMENT. THE
MIND GETS TOO
EMPTY.



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WHAT
CAN
WE DO?

I PLAN TO
RIFLE
THROUGH
HIS
POCKETS.



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HE MIGHT BE
FAKING A
COMA TO AVOID
WORK.

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THE ONLY WAY
TO FIND OUT IS
TO PUNCH HIM
REPEATEDLY.

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MAYBE
WE
SHOULD
GET
ALICE.

DO YOU
REMEMBER
IF I'M
RIGHT-OR
LEFT-
HANDED?

I'LL TAPE A PENCIL
TO HIS HAND AND
USE IT TO SIGN OFF
ON A RAISE FOR ME.



THAT WOULD BE
SO UNETHICAL...

☼ HICCUP
MAY I HAVE TEN
PERCENT?



THAT HICCUP
DAMAGED MY
MORAL COMPASS.



A MANAGER'S
BRAIN IS LIKE
A PUMP. IF IT
BECOMES EMPTY
YOU MUST
PRIME IT.



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WHATEVER HE
LEARNS FIRST
WILL FORM THE
FOUNDATION FOR
ALL OF HIS
FUTURE
PERCEPTIONS.



THIS GUY
HAS BEEN
TALKING
SMACK
ABOUT
YOU.



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I ASKED FOR MORE
E-MAIL STORAGE
SPACE AND YOU
DELETED
ALL OF MY
FILES!



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YOU COMPLAIN
WHEN I IGNORE
YOUR REQUESTS
AND YOU
COMPLAIN
WHEN I
DELETE YOUR
FILES.



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THOSE AREN'T
YOUR ONLY
CHOICES!!



I CAN'T
PLEASE
EVERYONE.

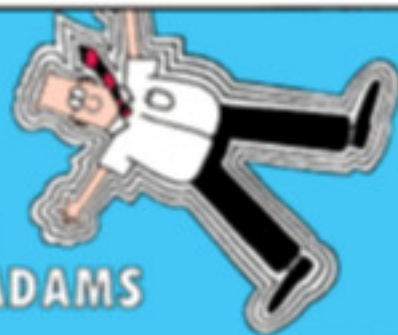




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DILBERT, MEET
TOPPER. HE'S
AMAZING.

NO MATTER WHAT
YOU SAY ABOUT
YOURSELF, HE'LL
TOP IT.

HOW
ARE
YOU?

I CAN'T GO
FIRST. IT
RUINS MY
SYSTEM.

I'M GETTING
A MOUSE
CRAMP.



I SPENT SEVEN
YEARS CHAINED
UPSIDE DOWN
TO AN ELBONIAN
PRISON WALL.



AT THE RISK OF
SOUNDING TOO
COMPETITIVE, I
BELIEVE I'M
WINNING THIS
CONVERSATION.



MY PROJECT
WILL SAVE
THE COMPANY
A MILLION
DOLLARS.

MINE
SAVES
TWENTY
MILLION.

MY PROJECT
WILL TAKE
A YEAR TO
COMPLETE.

MINE
TAKES
A WEEK.

TOPPER,
I HAVE
HALF A
MIND...

I HAVE
ONE
PERCENT
OF A
MIND.

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MY HEAD-
ACHE IS
A DOOZY.

HA!
THAT'S
NOTHING.

BAM!
BAM! BAM!

UM...
YOU
WIN.

I'M JUST
GETTING
STARTED!

I CREATED SOFTWARE
THAT MAKES ALL
COPYRIGHTED WORK
ON THE NET AVAIL-
ABLE FOR FREE!



WOULDN'T THAT
DESTROY ALL FORMS
OF CREATIVITY AND
PLUNGE US INTO
A DEPRESSION?



YES...
BUT IT
IS VERY
NEAT.



MY PLAN IS TO
GIVE AWAY OUR
PRODUCT FOR
FREE.



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WE'LL ONLY BILL
CUSTOMERS WHO
ASK US TO
DEINSTALL IT.



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FOR ONCE, THOSE
REPORTS OF
CONSUMER
DECAPITATIONS
WILL WORK IN
OUR FAVOR.





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NO KNOWN BATTERY
TECHNOLOGY CAN
HANDLE THIS LOAD
AND BE THIS SIZE.

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THAT'S NOT
WHAT YOU
WANTED
TO HEAR.

SO YOUR MIND
WILL ERASE
WHAT I SAID...

...AND REPLACE THE
MEMORY WITH
SOMETHING TOTALLY
RIDICULOUS SO YOU
CAN QUESTION MY
MOTIVES.

THE TRANS-
FORMATION
IS COMPLETE.

GAAH!

HOW CAN YOU SAY
THERE'S NO SUCH
THING AS A
BATTERY?!

YOU'RE LYING TO
AVOID WORK! I'M
GOING TO TALK TO
YOUR BOSS!

LATELY, THE ONLY
THING KEEPING ME
FROM BEING A SERIAL
KILLER IS MY DISTASTE
FOR MANUAL LABOR.

YOU'RE PREACH-
ING TO THE
CHOIR.

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DO YOU HAVE
A PLAN FOR
RETAINING THE
BEST EMPLOYEES?



I WHITTLE AT
THEIR CONFIDENCE
UNTIL THEY
BELIEVE NO ONE
ELSE WOULD EVER
HIRE THEM.



DOESN'T
THAT
MAKE
THEM
SLUG-
GISH?

YES, BUT IF
THEY'RE ALL
SLUGGISH, IT
LOOKS RIGHT.



HELLO,
EMPLOYEE.
I'M THE
MOTIVATION
FAIRY.



MY MAGIC WAND
WILL MAKE YOU
ENJOY WORKING
DESPITE THE UTTER
FUTILITY.



KNOCK
YOUR-
SELF
OUT.



WALLY?! GAA!
I THOUGHT
YOU WERE A
MYTH!



THE MOTIVATION FAIRY

YOU WILL BE
MY GREATEST
CHALLENGE.



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I'LL BET YOU GET
PAID LESS THAN
MINIMUM WAGE
AND THEY
DON'T REIM-
BURSE YOU
FOR TRAVEL.



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WINGS...
SO...
HEAVY...



SO, WHAT
KIND OF
CAREER
PATH
YOU GOT
GOING?



THE MOTIVATION FAIRY

IF YOU WORK HARD,
YOU WILL GAIN THE
RESPECT OF YOUR
PEERS.



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IF I AVOID
THE STRESS OF
HARD WORK,
I WILL OUT-
LIVE MY PEERS.



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HARD WORK
CAN KILL ME?



IF YOU'RE
LUCKY.



THE MOTIVATION FAIRY

IT SEEMS
LIKE YOUR
JOB ISN'T
VERY RE-
WARDING.



VISION
GETTING
BLURRY.



LONG
HOURS.
NO
RAISES.
NO
CUBICLE.



HAIR
COMING
OUT IN
CLUMPS.



HE'S GOOD.
HE'S VERY
GOOD.



IF YOU WORK
HARD, YOU CAN
ACHIEVE GREAT
THINGS!



AND THEN
YOU DIE.



IT NEVER PAYS
TO MIX REALITY
WITH INSPIR-
ATIONAL
SPEECHES.





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BY

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I HAVE THE RESULTS
OF THE EMPLOYEE
PERSONALITY TYPE
PREFERENCES.



REMIND ME AGAIN
WHY WE'RE DOING
THIS.



YOUR TEAMWORK WILL
BE BETTER WHEN YOU
UNDERSTAND THAT
YOU HAVE DIFFERENT
STYLES OF THINKING.



FOR EXAMPLE,
DILBERT PREFERS TO
USE LOGIC TO SOLVE
PROBLEMS.



BUT RANDY RELIES
MORE HEAVILY ON
MORALS AND VALUES
TO SOLVE PROBLEMS.



THAT SOUNDS LIKE
A FANCY WAY OF
SAYING RANDY
IS AN IDIOT.



OH, YEAH? WELL, I
MIGHT BE AN IDIOT
BUT YOU'RE
ILLOGICAL.



THAT DIDN'T SOUND
AS MENACING AS I
HAD HOPED.

IT'S
OKAY.

WE UNDER-
STAND.



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I'D LIKE YOU TO
MEET OUR AD
AGENCY'S CREATIVE
TEAM.



PETE PETERS,
ROBERT ROBERTS,
AND HOLLY
HOLLISTER.



WITTY
REMARK,
ANYONE?

I'VE GOT
NOTHING.



THE AD AGENCY

THIS CAT WILL
SAY SOMETHING.



THEN THIS OTHER
CAT WILL SAY,
"YEAH, RIGHT."

IT'S LIKE
SARCASM.



HA HA
HA HA
HA HA
HA!

THIS
EXPLAINS
SO MUCH.



THE AD AGENCY

THE STICK MAN RUNS
THROUGH A TIRE
FIRE AND GETS EATEN
BY A GIANT
WOLVERINE.



WILL THAT
MAKE PEOPLE
LIKE US?



IT'S NOT AN
EXACT SCIENCE.



THE AD AGENCY

IS IT WISE TO INSULT
ALL OF THESE
MINORITY GROUPS
IN OUR COMMERCIAL?



WHAT'S THE
WORST THING
THAT COULD
HAPPEN?



DOES OUR
COMPANY
HAVE TO
SPIT ON
A FLAG?

THAT'S IT;
YOU'RE
ON MY
"DIFFICULT
CLIENT"
LIST NOW.



THE "EXACTLY" MAN

YOUR IDEA WON'T
WORK. NO ONE
WOULD BUY THIS
KIND OF PRODUCT.



WE ALREADY
SELL TEN MILLION
OF THESE PER YEAR.
MY IDEA JUST MAKES
THEM BETTER.



EXACTLY!!



THE "EXACTLY" MAN

EVERYTHING YOU SAID
IN THE MEETING WAS
WRONG. HERE'S
THE PROOF.



EXACTLY!!



OKAY, I'M NOT
EVEN SURE THAT
WAS A HUMANOID
RESPONSE.





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UM... MORDAC, MY
NEW PC ARRIVED
WITHOUT A MONITOR.



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BAH! ONLY
INTERNS
WITH WEAK
MEMORIES
NEED
MONITORS!



PLEASE. I AM HAVING
ENOUGH DIFFICULTY
MEMORIZING MY
CALENDAR.

DID YOU WANT
ANY CHEESE
WITH THAT
WHINE?



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I'M GOING TO START
UP A DISCOUNT
BROKERAGE FIRM.

I'LL OFFER MY
LOWEST COMMISSIONS
TO CUSTOMERS WHO
DON'T MIND BAD
ADVICE AND
VERBAL
ABUSE.

DID I MENTION
THAT I WON'T
BE KEEPING
ANY RECORDS?

YOU
DIDN'T
NEED TO.

DISCOUNT BROKERAGE

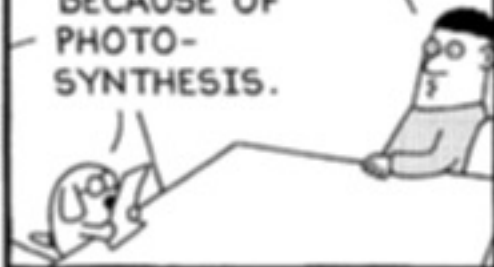
YOU CAN ONLY
OPEN AN ACCOUNT
IF YOU MEET MY
STRINGENT
REQUIRE-
MENTS.



www.dilbert.com accountants@aol.com

TRUE OR
FALSE:
MONEY
EVAPORATES
BECAUSE OF
PHOTO-
SYNTHESIS.

TRUE?



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YOU'RE
IN.

DON'T
YELL
YEE-HAW!



DISCOUNT BROKERAGE

I NEED AN
ESTATE PLAN
FOR AFTER
I PASS AWAY.



www.dilbert.com scottadams@aol.com

HERE'S A PLAN:
STAY DEAD. NO
ONE LIKES A
ZOMBIE.



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WHAT
ABOUT
GIFTS?

ZOMBIES
MAKE
BAD GIFTS.



DISCOUNT BROKERAGE

WHEN YOU OPEN AN ACCOUNT, YOU'LL GET A FREE DART BOARD AND A MONKEY.



www.dilbert.com

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IF YOUR BALANCE DROPS BELOW FIVE HUNDRED DOLLARS, WE'LL ORDER THE MONKEY TO KILL YOU.



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scottadams@aol.com

WELL, THINK ABOUT IT AND GET BACK TO ME.



DISCOUNT BROKERAGE

CAN YOU GIVE ME
FREE INVESTMENT
ADVICE?

SURE

GIVE ME ALL
OF YOUR
MONEY NOW
NOW
NOW!!

WHAT IF I PAID
FOR SOME ADVICE?

IT'S THE SAME
EXCEPT MY
EARS DON'T
FLIP UP IN A
THREATENING
MANNER.



DILBERT®



BY
SCOTT ADAMS

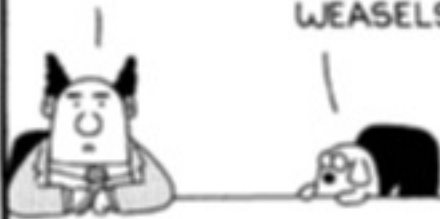


YOUR STOCK WILL
RISE IF A STOCK
ANALYST SAYS
GOOD THINGS ABOUT
YOUR COMPANY.



HOW IS
THAT
EVEN
POSSIBLE?

ONE
WORD:
WEASELS.



I JUST FOUND
MY NEW PICK-
AND-SHOVEL
CORE HOLDING.



EQUITY ANALYST

I'LL RATE YOUR STOCK
A "MUST BUY NOW"
IF YOU GIVE US YOUR
INVESTMENT BANKING
BUSINESS.



AREN'T YOU
SUPPOSED TO
HAVE A CHINESE
WALL BETWEEN
THOSE TWO
BUSINESSES?



AM I
TOO
EARLY?



USE THE
DOOR,
IDIOT.



WE OUTSOURCED
OUR SALES AND
FULFILLMENT
FUNCTIONS TO
AN ELBONIAN
COMPANY.



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UM...ARE YOU
SURE THAT'S
THE BEST WAY
TO SELL COMPLEX
TECHNOLOGY?

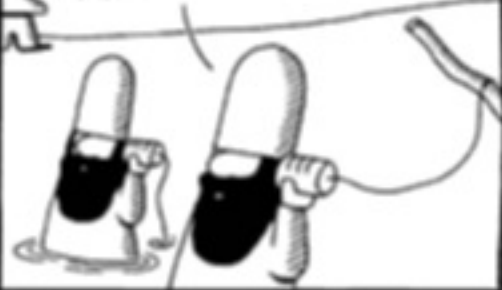


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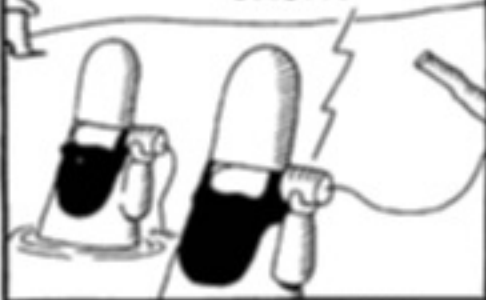
COULD YOU
CALL BACK?
WE HAVE A
BAD STRING.



THIS IS THE ELBONIAN
FULFILLMENT SERVICE.
HOW MAY I THWART
YOU?



GRUNT GRUNT
GRUNT GRUNT
GRUNT



OKAY, IT WASN'T
FUNNY THE FIRST
300 TIMES EITHER.



THE RESULTS OF OUR
CUSTOMER SATIS-
FACTION SURVEY
ARE IN.



www.dilbert.com

scottadam@adl.com

83% SPAT AT THEIR
TELEPHONES UNTIL
THEY DIED OF
DEHYDRATION.



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WE'RE CALLING THAT
GROUP "THE LUCKY
ONES."



HELLO, IS THIS
THE SALES
DEPARTMENT?



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scottadams@aol.com

MAY YOU DIE A
THOUSAND DEATHS
BY CHOKING ON
YOUR OWN BILE!



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A SUPERVISOR MAY
BE MONITORING
THIS CALL FOR
QUALITY CONTROL.





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BY
SCOTT ADAMS

I'M A REPORTER
FOR "DOGBERT'S
TECHNOLOGY
MAGAZINE."

I'M WRITING A
TOTALLY OBJECTIVE
REVIEW OF YOUR
NEWEST PRODUCT.

FIRST QUESTION: WILL
YOU ADVERTISE IN MY
MAGAZINE OR IS
YOUR NEW PRODUCT
A PIECE OF JUNK?

UM... WE'LL
ADVERTISE.

WILL IT BE A MULTI-
PAGE AD OR IS YOUR
NEW PRODUCT A
PIECE OF JUNK?

IT'LL BE A
TEN-PAGE AD!

CAN YOU STAND ON
YOUR HEAD FOR AN
HOUR OR IS YOUR
NEW PRODUCT A
PIECE OF JUNK?

WOULD YOU LIKE TO
SUBSCRIBE TO MY
MAGAZINE? IT'S TEN
PAGES OF ADS.

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www.dilbert.com

I HIRED A CREEP
TO HELP DETERMINE
OUR PRODUCT'S
FEATURES.



YOU
NEED
MORE
FEATURES.

GOOD
WORK.



WHEN
CAN YOU
HAVE
THAT
DONE?

GAAA!!



THE FEATURE CREEP

IS IT TOO LATE
TO GIVE OUR
PRODUCT A
LOW-BATTERY
INDICATOR?



I'D HAVE TO WORK
NIGHT AND DAY FOR
A MONTH! MY
HEALTH WOULD
DECLINE AND I'D
MISS ALL MY
OBJECTIVES!



I JUST REALIZED
THAT OTHER
PEOPLE'S PROBLEMS
MAKE ME ALL
WARM INSIDE.



THE FEATURE CREEP

BEING A FEATURE CREEP IS LIKE HAVING A SUPER POWER.



THAT'S WHAT MAKES ME SO SEXY.



THAT OOMP SOUND JUST BOUGHT YOU A NEW FEATURE, MISSY.



YOU HAVE
FAILED TO
MEET A
GOAL SET BY
OUR CEO.

DO YOU MEAN THE
IMPOSSIBLE GOAL,
THE ILL-ADVISED
ONE, OR THE ONE
YOU DIDN'T TELL
ME ABOUT?

I FIGURED OUT
WHAT'S WRONG
WITH LIFE: IT'S
OTHER PEOPLE.

MY FLIGHT DIDN'T
GET IN UNTIL THREE
THIS MORNING.



WOULD YOU MIND
SLAPPING THE BACK
OF MY HEAD UNTIL
MY EYES UNCROSS?



POUR ALL OF
YOUR COFFEE
IN HERE AND
NO ONE GETS
HURT.



MY FLIGHT TOOK ALL NIGHT BUT I STILL CAME TO WORK ON TIME AS USUAL.



I DIDN'T WANT TO JEOPARDIZE THE COMPANY BY MISSING WORK.



YOU'RE NOT ALLOWED TO PARK IN THE LOBBY.

SINCE WHEN?!





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BY

SCOTT ADAMS

MY NEPHEW WANTS
A JOB. INTERVIEW
HIM AND TELL ME
WHAT YOU THINK.

E-mail: SCOTTADAMS@AOL.COM

LET'S SEE... YOUR
WORK EXPERIENCE
IS... BOWLING.

ARE YOU A
PROFESSIONAL
BOWLER?

I ONLY
BOWLED
ONCE.

BUT THE BALLS
WERE HEAVY.
IT SEEMED LIKE
WORK TO ME.

THAT EXPERI-
ENCE TAUGHT ME
EVERYTHING
I KNOW.

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UNFORTUNATELY,
I DON'T REMEMBER
MOST OF IT.

BUT I REMEMBER
YOU'RE NOT
SUPPOSED TO BOWL
IN THE SNACK BAR.

I RECOMMEND
HAVING HIM
WHACKED.

HE'S YOUR
NEW
BOSS.

www.dilbert.com

OUR CEO SAYS WE
ARE POISED FOR
HUGE GROWTH
IN EARNINGS.



IN AN UNRELATED
MOVE, HE ANNOUNCED
THAT HE WILL LEAVE
THE COMPANY BEFORE
ANY OF HIS STOCK
OPTIONS VEST.



THE POOR GUY
WILL MISS ALL
OF OUR GROWTH.



IS THAT WORK?
I CAN'T SEE
WHAT'S ON THE
SCREEN.



IF HE SEES ME
I'LL PRETEND I'M
IN MID-STRIDE,
JUST PASSING BY.



THE
SMALL
FONT IS
WORKING.



MUSCLES
CRAMPING.



SMILE, ALICE.
IT WON'T
HURT.



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GAAAK!!



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I FOUND OUT I CAN
KILL PEOPLE BY
LOOKING
AT THEM.

I WONDERED
WHY YOU
WERE SMIL-
ING.



THE KEY TO
HAPPINESS
IS SELF-
DELUSION.



DON'T THINK OF
YOURSELF AS AN
ORGANIC PAIN
COLLECTOR RACING
TOWARD
OBLIVION.



I'VE NEVER HAD
THAT THOUGHT...
UNTIL NOW.

DON'T BLAME
ME; I SAID
DON'T.



I'M A NATURE
LOVER. WHEN
I FISH, I ONLY
DO CATCH-AND-
RELEASE.



IN OTHER WORDS,
YOU TORTURE
FISH FOR FUN.



I WONDER WHY
EVERYTHING I DO
SOUNDS BAD WHEN
IT'S PUT IN OTHER
WORDS.



GOOD NEWS: THE
DEADLINE GOT
PUSHED BACK A
WEEK.

GOOD NEWS?!
I'VE BEEN WORKING
FOR FORTY HOURS
STRAIGHT TO
FINISH ON
TIME!

I JUST REALIZED I
DON'T KNOW THE
DIFFERENCE BETWEEN
GOOD NEWS AND
BAD NEWS.



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BY
SCOTT ADAMS

THE CALL CENTER

CARL, REDUCE YOUR
AVERAGE CALL TIME
OR YOU'RE
HISTORY.

DEEP
DEEP DEEP
DEEP

WHAT?!

I HAVE A
QUESTION ABOUT
YOUR PRODUCT.

FASTER!
FASTER!
FASTER!

UM... IT'S ABOUT
THE INTERFACE.

GREAT.
THANKS.

CLICK

YOUR AVERAGE CALL
TIME IS WAY DOWN.
YOU GET A BONUS.

MAYBE IT'S A
MISTAKE TO DO
THIS JOB WHILE
I STUDY FOR THE
PRIESTHOOD.

WHAT IS THIS
STRANGE AND
BEAUTIFUL FEELING
INSIDE OF ME?!



WAVES OF ECSTASY
ARE PULSING
THROUGH MY
SOUL.



THIS IS WHY I
ONLY GIVE POSITIVE
REINFORCEMENT
ONCE A YEAR.



I'M ALL
TINGLY!

I EXPERIENCED
SOMETHING CALLED
POSITIVE REIN-
FORCEMENT TODAY.



I'M ADDICTED TO
IT NOW... BUT IT'S
WEARING OFF...
MUST GET MORE...



SAY SOME-
THING
NICE
ABOUT ME!



FOR A
CRAZY
WOMAN
YOU
DON'T
DROOL
MUCH.

I'M ADDICTED
TO POSITIVE
REINFORCEMENT.



I NEED SOME
DELIVERABLES
SO I CAN BE
PRAISED AGAIN.



RESULTS



I INADVERTENTLY
GAVE ALICE VERBAL
PRAISE.

IS SHE
ADDICTED?

SHE'S BEEN LYING
AND STEALING
TO GET MORE.

SHE
LEAVES
US NO
CHOICE.

I HAVE TO
PROMOTE YOU
TO MANAGEMENT.

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HELLO, ALICE.
I'M YOUR
SOUL.



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YOU'RE A MANAGER
NOW; YOU WON'T
BE NEEDING ME.



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HERE'S A CLAIM
TICKET IN CASE YOU
GET DEMOTED OR
LEARN TO PLAY SAX.



ALICE THE MANAGER

HOW DO I COPE
WITH THE EMPTINESS
OF HAVING NO
SOUL?



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TRY DOING THIS
WITH YOUR TEETH
WHILE YOU
DANCE.



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IS THERE
ANOTHER
WAY?



I CAN
TEACH
YOU TO
PLAY AIR
GUITAR.





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BY
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NO ONE KNOWS THE
SECRET LOCATION OF
THE MANAGEMENT
TRAINING FACILITY.



IF NO ONE KNOWS
WHERE IT IS, HOW
DO WE GET THERE?



THIS PART
CAN GET
LOUD.



MANAGEMENT TRAINING

WHAT WOULD YOU
DO IF YOU MADE A
HUGE, INCREDIBLY
STUPID MISTAKE?



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I WOULD
TRY TO
LEARN
FROM IT.



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DID YOU LEARN
ANYTHING FROM
YOUR ANSWER?



MANAGEMENT TRAINING

THERE ARE TWO
ESSENTIAL RULES
OF MANAGEMENT.



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ONE: THE
CUSTOMER
IS ALWAYS
RIGHT.



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TWO: THEY
MUST BE
PUNISHED
FOR THEIR
ARROGANCE!



MANAGEMENT TRAINING

YOU TWIST THE
EARS TO UNLOCK
THE SKULL.



FIND THE MORAL
COMPASS AND
DEACTIVATE IT.



THE RESULT IS
SOMETHING
CALLED LEADER-
SHIP.

YOU'RE
WORKING
WEEKENDS!



MANAGEMENT TRAINING

TIM WILL DEMONSTRATE
THE MANAGEMENT CLOAK
OF INVISIBILITY.



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I ADMIT IT DOESN'T
SEEM VERY SPECIAL
WHEN YOU KNOW
HOW IT'S DONE.



HOW DO YOU
LIKE BEING
A MANAGER,
ALICE?



DO ME A BIG
FAVOR; SNEAK
INTO MY HOUSE
TONIGHT AND
SMOTHER ME WITH
A PILLOW.



I THINK
SHE WAS
KIDDING.



I'LL SEE IF
SHE PUTS
UP A
STRUGGLE.

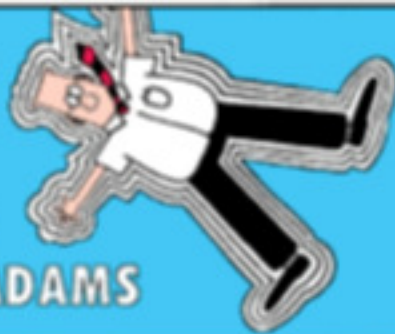




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I'D LIKE MY SOUL
BACK. HERE'S MY
CLAIM
TICKET.



YOU'VE BEEN
DEMOTED BACK
TO NON-MANAGE-
MENT. VERY WELL.



GET BACK
IN THE
CUBICLE.



I USE MY HUGE
BOTTLE OF
WATER TO
AVOID WORK.



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GLUG GLUG
GLUG GLUG
GLUG GLUG
GLUG



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WALLY, WOULD
YOU... UM...
WALLY? UH...
WALLY...



I'LL TAKE
THIS ONE.

NO, NO,
NO. HUGE
MISTAKE.



YOU NEED THE
SECURITY AND
RELIABILITY OF
THE XQ-7



OKAY,
I'LL
TAKE
THE
XQ-7

SHOOT! I
WISH MY
COMPANY
MADE THAT
ONE.



WALLY, YOU HAVE
TO SEE THIS VENDOR.



WHY?



I THINK HE'S
TELLING THE
TRUTH.



NO
WAY!!



WHEN THE FOCUS
GROUPS SAW THIS
PRODUCT THEY
WERE AFRAID TO EAT
OUR SANDWICHES.



THE HONEST VENDOR

FIVE MINUTES AFTER
YOU BUY IT YOU'LL
WANT TO THROW IT
THROUGH A WINDOW.



WE SELL THESE AT A
LOSS BUT WE MAKE
IT UP WITH OUR
WINDOW REPAIR
BUSINESS.



IT
FELL
OFF.

SOMETIMES THE
COMPONENTS
ACTUALLY DIE
FROM SHAME.



THE HONEST VENDOR

IT WASN'T
NICE TO
MEET YOU.



YOU DIDN'T BUY
ENOUGH; I'LL
PROBABLY SPANK
MY HAMSTER FOR
NO REASON.



REPEAT
BUSINESS
IS OVER-
RATED.





DILBERT®

BY

SCOTT ADAMS



DON'T BE
AFRAID OF
CHANGE.



YOU'RE RIGHT! I'M
GOING TO GET A
GENDER CHANGE
OPERATION AND
MOVE TO CHINA!



I'VE ALWAYS
WONDERED WHAT
WOULD HAPPEN IF
SOMEONE LISTENED
TO YOU.



I'M A BIT SUSPICIOUS
ABOUT YOU CALLING IN
SICK YESTERDAY ON
A MONDAY, ALICE.



GLAH!



LUCKILY I
HAD LOTS OF
OPTIONAL
GUTS.



I'M SAFE FROM
YOUR GERMS,
ALICE. YOU CAN
SNEEZE ALL YOU
WANT.



AAH...



I'M PROMOTING YOU
TO PRESIDENT OF
OUR DOT-COM
SUBSIDIARY.



YOUR JOB
IS TO FIRE
EVERYONE.



WOULD
I GET A
RAISE?

HOW DOES
A BILLION
SHARES OF
STOCK
SOUND?



DILBERT: DOT-COM CEO

WE HAVE NO PROFIT
NOW AND WE NEVER
WILL. YOU'RE ALL
LAID OFF.



DOES ANYONE KNOW
WHAT LAID OFF
MEANS?

IT MUST BE A
COMPLIMENT.



YOU'RE PRETTY
LAID OFF YOUR-
SELF, DUDE.

WANT A
HIT OF
THIS?



DOGBERT'S TECH SUPPORT

YOUR MOUSEPAD
IS INCOMPATIBLE
WITH YOUR OPER-
ATING SYSTEM.



www.dilbert.com ecomadame@aol.com

TRY REBOOTING
THE MOUSEPAD.
IF THAT DOESN'T
WORK, I'LL CALL
YOU BACK.



HOW
WILL
YOU
KNOW?

I'LL
WATCH
YOU
THROUGH
YOUR
MONITOR.

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SCOTT ADAMS



WE NEED TO
REDUCE STAFF
BY TWENTY.



HERE'S A LIST OF
THE PEOPLE YOU'VE
A-L-M-O-S-T
WORKED TO
DEATH.



I HAVE ANOTHER
PROJECT FOR YOU
... UH... TED.



AACK!





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I LIKE TAKE-CHARGE
MEN WHO JUST SAY,
"C'MON, WE'RE GOING
SOMEPLACE."

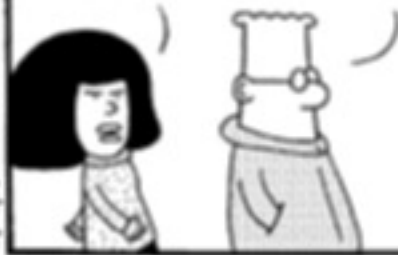


C'MON, WE'RE
GOING TO THE
BOWLING ALLEY!



THAT'S THE
DUMBEST
IDEA I'VE
EVER
HEARD.

I THINK
I SEE
HOW THIS
WORKS.



YOU DON'T GIVE
YOUR OPINION
ON ANYTHING.
ARE YOU
SPINELESS?



MAYBE YOU CREATE
AN ENVIRONMENT
IN WHICH GIVING
AN OPINION IS AN
INVITATION TO
UNNECESS-
ARY PAIN.



GREAT! YOU'RE
MAKING ME CRY
IN PUBLIC!!



WE CAN'T SHOW THESE
NUMBERS TO OUR
VP. THEY MAKE US
LOOK LIKE
LOSERS.



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FIND SOMETHING
WE'RE DOING WELL
AND GIVE HIM
THOSE NUMBERS
INSTEAD.



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WOW! OUR
INTERNAL
SUBTERFUGE
IS UP EIGHTY
PERCENT!



WE TRY TO RETAIN
OUR BEST EMPLOYEES
BY GIVING THEM
"GOLDEN HANDCUFFS."



THE REST OF YOU
WILL EXPERIENCE
OUR OTHER
PROGRAM, THE
ONE I CALL
"PRICKLY PANTIES."



THEN HE
GAVE ME
A HUGE
BOWL OF
CANDY.



HEY, THEY
CUT OUR
DENTAL
PLAN
AGAIN!





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BY
SCOTT ADAMS



TINA, I HAVE TO GIVE
YOU A PERFORMANCE
RATING OF "POOR"
BECAUSE YOU DID NO
WORK THIS YEAR.

E-mail: SCOTTADAMS@aol.com

NO
WORK?

I WROTE HUNDREDS
OF TECHNICAL
DOCUMENTS THIS
YEAR!

I WORKED
SEVENTY
HOURS A
WEEK!

I E-MAILED EVERY
ONE OF THE DOCUMENTS
TO YOU...

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...WITH INSTRUCTIONS
TO FORWARD THEM
WITH YOUR APPROVAL
TO THE END USERS.

THAT REMINDS
ME: I DON'T
KNOW HOW TO
OPEN ATTACHMENTS.

WHY DIDN'T
YOU TELL ME
YOU NEVER
GOT MY
DOCUMENTS?

WHO
ARE
YOU?

www.dilbert.com

DO YOU HAVE
ANY ADVICE
FOR MY JOB
INTERVIEW?



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TRY JUGGLING
THE ITEMS ON
HIS DESK. IT
WILL MAKE YOU
SEEM CONFI-
DENT.



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SORRY



RATBERT, I
HAVE GOOD
NEWS AND
BAD NEWS.



THE GOOD NEWS IS
I'M STARTING UP A
POWER UTILITY
COMPANY AND YOU'RE
MY NEW VP OF
OPERATIONS!



THE BAD NEWS
IS THAT YOUR
OFFICE IS INSIDE
A WHEEL ATTACHED
TO A GENERATOR.



BOB, I'M STARTING
A POWER UTILITY
COMPANY.



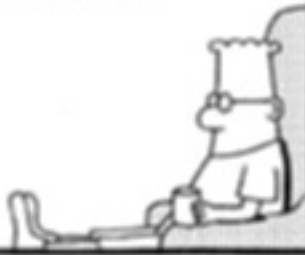
YOU'LL BE MY
DIRECTOR OF
MARKETING.
YOUR JOB IS
TO INCREASE
REVENUE.



NORMALLY I'M AN
HERBIVORE, BILLY,
BUT WHEN THE LIGHTS
GO OFF...



BUY YOUR
ELECTRICITY
FROM THE
DOGBERT POWER
COMPANY.



WE GENERATE ALL
OF OUR POWER
WITH THE HELP
OF CALIFORNIA
ENVIRONMEN-
TALISTS.



THESE ARE
GETTING
HARDER TO
FIND LATELY.



...AND SO YOU
AGREE THAT THE
DELAYS ARE YOUR
FAULT?



I WON THE
MEETING!!



ONLY A SORE LOSER
WOULD TRIP SOMEONE
ON HIS VICTORY LAP.



CATBERT: EVIL H.R. DIRECTOR

...AND I HAVE FIVE YEARS EXPERIENCE AS A DOT-COM PRESIDENT.

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YOU'RE IN LUCK.
WE NEED SOMEONE
WHO CAN BURN
THROUGH TWENTY
MILLION DOLLARS
WITHOUT
MAKING
A PROFIT.

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REALLY? THE LAST
NINE INTERVIEWERS
SAID THE SAME THING
BUT THEY WERE
JOKING.



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BY

SCOTT ADAMS



WHY AREN'T
YOU SIGNED UP
FOR THE 401K?



I'D NEVER BE
ABLE TO RUN
THAT FAR.



I DID A 10K
WHEELCHAIR RACE
ONCE. THE GUY WHO
PUSHED ME STILL HAS
WHIP MARKS.



WHICH ASSIGN-
MENT IS THE
HIGHEST
PRIORITY?

IS IT THE TOTALLY
WORTHLESS ONE OR
THE OTHER TOTALLY
WORTHLESS
ONE?

I HOPE I'M
EMPOWERED
TO MAKE
THAT
DECISION.

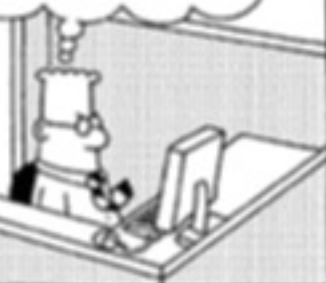
HOPE IS
A DOUBLE-
EDGED
SWORD.

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THEY CAN MAKE ME
WORK IN A LITTLE
BOX, BUT THEY CAN'T
CRUSH MY SPIRIT.



OUR ISO 9000
COORDINATOR DIED
OF BOREDOM. YOU'LL
HAVE TO DO HIS
JOB PLUS YOURS.



AND ONE OF THE
QUALITY ASSURANCE
GUYS IS LOOKING
PALE...



WOW! I'VE BEEN
SELECTED FOR THE
"WHO'S INCREDIBLE"
LIST!



FOR SEVENTY-FIVE
DOLLARS I CAN BUY
A LEATHER-BOUND
BOOK WITH MY
NAME IN IT!



HAI AND PEOPLE
SAID I WAS TOO
GULLIBLE TO BE
A SUCCESS!

"DEAR
OCCUPANT"



I'M BRINGING MY
COPY OF "WHO'S
INCREDIBLE" TO
MY HIGH SCHOOL
REUNION.



IF ANYONE ASKS
HOW I'M DOING,
I'LL CASUALLY OPEN
THE BOOK AND
POINT TO MY NAME.



I GOT RICH SELLING
A BOOK CALLED "WHO'S
INCREDIBLE" TO
GULLIBLE PEOPLE.



HIGH SCHOOL REUNION

I STARTED WITH
NOTHING. NOW
I HAVE MY OWN
CUBICLE.



SAY, NOW THAT
WE'RE BOTH ADULTS,
WOULD YOU LIKE
TO... YOU KNOW?

YES.



I'VE GOT TO BE
MORE SPECIFIC.





DILBERT®



BY

SCOTT ADAMS

DID YOU CALL
ME HERE TO
PUNISH ME?

NO, NO, ASOK. I
WANT YOU TO
MANAGE OUR ANNUAL
BUSINESS PLAN
PROCESS.

HOW DO I
DO THAT?

FIRST, YOU BEG YOUR
CO-WORKERS FOR
INFORMATION ABOUT
THEIR BUDGET NEEDS.

HALF OF THEM WILL
GIVE YOU LIES. THE
OTHER HALF WILL
IGNORE YOU, THUS
UNDERSCORING
YOUR UNIMPORTANCE.

THEN YOU'LL COMBINE
THE LIES AND GUESSES
INTO A WORTHLESS
BALL OF DATA FOR
SENIOR MANAGEMENT.

THEN OUR CEO WILL
MAKE BUDGET DECISIONS
BASED ON
MAGAZINE ARTICLES.

HOW BAD
WAS THE
PUNISHMENT?

WORSE
THAN I
EXPECTED.

E-mail: SCOTT@ADAMS.COM

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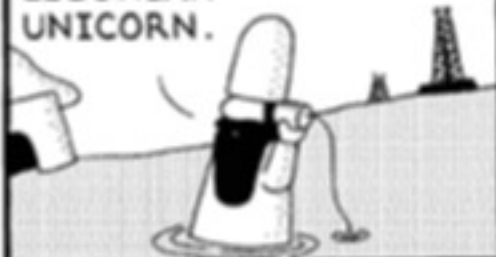
WE'VE DISCOVERED
OIL IN THE
ELBONIAN WILD-
LIFE PRESERVE.



DON'T WORRY ABOUT
THE ENDANGERED
SPECIES. OUR
DRILLING WILL HAVE
NO IMPACT.



I'M SAD TO REPORT
THAT OUR OIL DRILLING
HAS CAUSED THE
EXTINCTION OF THE
ELBONIAN
UNICORN.



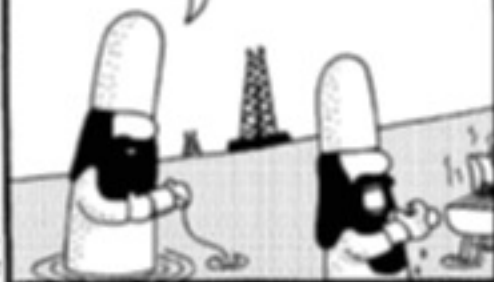
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SAVE A SAMPLE OF
THE ANIMAL'S DNA
SO WE CAN CLONE
A NEW ONE.



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DON'T
FINISH
THAT.



OUR OIL WELLS IN
THE ELBONIAN WILD-
LIFE PRESERVE HAVE
CAUSED THE EXTINC-
TION OF SEVEN
SPECIES.



LUCKILY, THEY WERE
USELESS SPECIES WHO
DID NOTHING BUT
EAT AND GRUNT.



MM...
MM...
MM...



YOU'RE RUINING THE
PRISTINE BEAUTY
OF ELBONIA!

STOP
DRILL-
ING

THIS IS A
PICTURE OF
PRISTINE
ELBONIA.

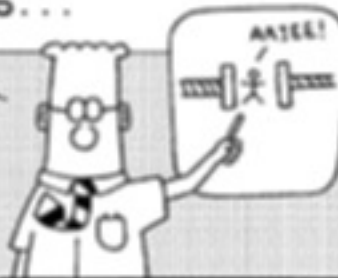
...AND THEN YOU
SAID, "IT DOESN'T
MATTER IF WE SEE
IT FIRST." THEN I
SAID...

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DUE TO A TIGHT
LABOR MARKET
AND INCREASINGLY
COMPLICATED
TASKS...



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HARDER AND
HARDER JOBS WILL
BE STAFFED WITH
DUMBER AND DUMBER
EMPLOYEES UNTIL
THE LOGICAL
LIMIT:



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THIS
MEETING.



YOUR USER REQUIREMENTS INCLUDE FOUR HUNDRED FEATURES.



DO YOU REALIZE THAT NO HUMAN WOULD BE ABLE TO USE A PRODUCT WITH THAT LEVEL OF COMPLEXITY?



GOOD POINT. I'D BETTER ADD 'EASY TO USE' TO THE LIST.

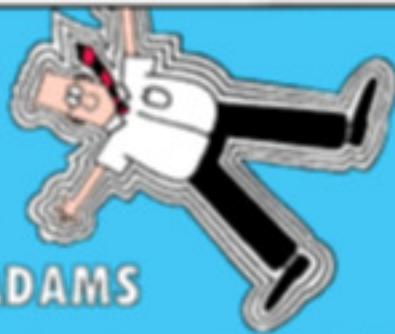




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BY

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HOW
ABOUT
MANDATORY
LUNCHTIME
MEETINGS?

ON THE
SUBJECT
OF WORK-
LIFE
BALANCE!



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HIGH
FIVE!!!



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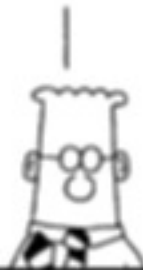
UH-OH. HE'S BEEN
HIGH-FIVING
CATBERT AGAIN.



MY CUBICLE IS
SUCKING THE LIFE
FORCE OUT OF ME.



I MEAN, IT ALWAYS
HAS, BUT IT SEEMS
LIKE IT'S HAPPENING
FASTER NOW.



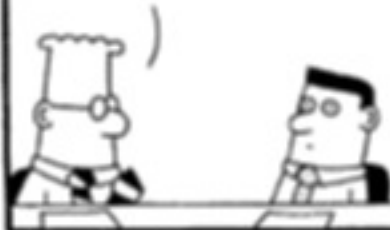
THEY
NOTICED.



WHAT'S THE
WORST THING
THAT COULD
HAPPEN?



OUR BETA PRODUCT
COULD TURN INTO AN
EVIL ROBOT THAT
ANNIHILATES THE
GALAXY.



APPARENTLY
I DON'T KNOW
WHAT "WORST"
MEANS.



I BELIEVE THERE IS
ONE TRUE SOUL MATE
FOR EVERY PERSON.

HE MUST
BE VERY
BUSY.

I MEANT
ONE PER
PERSON.

YOUR
WAY
WOULD BE
STUPID.

CAN YOUR
SOUL MATE
BE A
MONKEY?

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OUR COMPANY
VALUES ARE TRUST,
INTEGRITY AND
TEAMWORK.



FOR THE FIRST TIME
IN MY LIFE I FEEL
THE WARM GLOW OF
UNCONDITIONAL
LOVE!



YOU'RE UNDER A
HEATING VENT.

OH...WELL,
THAT'S GOOD
TOO.



I MUST KEEP IN
MIND OUR COMPANY'S
CORE VALUES OF TRUST,
INTEGRITY AND
TEAMWORK.



MAY I BORROW
YOUR CHAIR?



WHAT ARE
YOU SELLING
ON E-BAY?





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BY

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WHY DON'T YOU TRY
USING A WIRELESS
FIBER MULTIFAGE?

WELL, FIRST OF
ALL, NO SUCH
THING EXISTS.

IF IT DID EXIST, IT
WOULD SURELY BE
THE WRONG SOLUTION
FOR A SOFTWARE
BUG.

AND THERE'S NO
EXTRA MONEY IN
OUR BUDGET FOR
HARDWARE.

IT WOULD TAKE SIX
MONTHS TO WRITE
A BUSINESS CASE
AND GET FUNDING.

THEN OUR I.T. PEOPLE
WOULD REFUSE TO
INSTALL IT BECAUSE
IT'S NOT AN APPROVED
VENDOR.

DO YOU
HAVE A
BETTER
IDEA?

YES. I
JUST
FIXED IT.

DO YOU THINK YOU
CAN HOLD THE FORT
WHILE I GO COACH
SOMEONE ELSE?

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NOW FOR THE
WEEKLY WALLY
REPORT.



WALLY STRUGGLED
TO MAINTAIN HIS
MORALE DESPITE
THE NINETY PERCENT
DROP IN HIS STOCK
OPTIONS.



THEN HE REMEMBERED
THAT SOMEONE LOST
MUCH, MUCH, MUCH
MORE THAN HE DID.



THE KEY TO SUCCESS
IS TO REMAIN
OPTIMISTIC EVEN
WHEN YOU FAIL.



WHAT'S THE POINT
OF SUCCEEDING IF
FAILING FEELS
GOOD TOO?



I'LL READ ANOTHER
PAGE OF THAT
MAGAZINE ARTICLE
TOMORROW AND
GET BACK TO YOU.





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I DOWNSIZED TED
AND OUTSOURCED
HIS IMPORTANT
JOB FUNCTIONS.

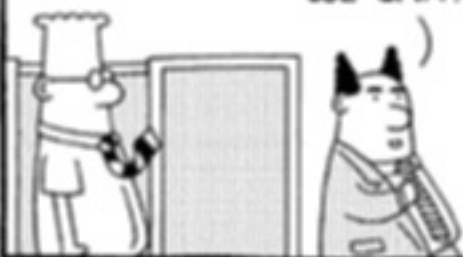


I'D LIKE YOU TO
DO ALL OF HIS
UNIMPORTANT
JOB FUNCTIONS.



WHY DO WE DO
UNIMPORTANT
THINGS?

BECAUSE
WE CAN!





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DO YOU
HAVE A
GOOD
JOB?



IT DEPENDS
WHAT YOU
MEAN BY
GOOD.



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IF YOU CONSIDER
THE DECLINE OF MY
STOCK OPTIONS, I
WORK SIXTY HOURS
A WEEK FOR NOTHING.



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HEY,
LOOK
AT THE
TIME.

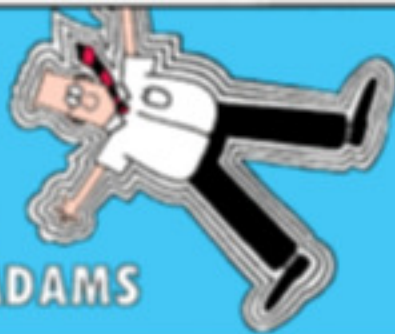


MY BOSS
THINKS I
WORK EIGHTY
HOURS. HEE
HEE HEE!





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BY

SCOTT ADAMS

OUR INDUSTRY IS
IN A SLUMP. WE
NEED TO MAKE
CHANGES.

OUR CURRENT MANAGE-
MENT STYLE COULD BE
DESCRIBED AS
PATERNAL.

OUR NEW MANAGE-
MENT STYLE DOESN'T
HAVE A NAME YET.

OOH OOH!
I HAVE A
SUGGESTION.

THE NEW MANAGE-
MENT STYLE COULD
BE CALLED "WE
HATE OUR
EMPLOYEES."

NOT
BAD.

I NEED A VOLUNTEER
TO HELP WITH OUR
"BACK TO THE
NINETIES" KICK-OFF.

HOW IS THIS
LIKE THE
NINETIES?

STOP
WIGGLING!

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MY NEXT GENERATION INTERNET PROJECT IS RIGHT ON SCHEDULE.



IT'LL BE DONE SOMETIME IN THE NEXT GENERATION.



IF YOU KNOW ANY CUTE SINGLE WOMEN WITH LOW STANDARDS, IT WOULD REALLY HELP.



A HAPPY DILBERT
PREPARES TO GO
HOME AFTER A LONG
DAY IN THE CUBICLE.



TOO LATE! THE SIX
O'CLOCK HORROR IS
UPON HIM!

GAAA!!!



IN YOUR WORKSPACE
NO ONE CAN HEAR
YOU SCREAM.

WHAT
WAS
THAT?

JUST KEEP
WALKING.



A NIGERIAN BANKER
NEEDS MY HELP
GETTING THIRTY
MILLION DOLLARS
OUT OF HIS
COUNTRY!



ALL I NEED TO DO IS
GIVE HIM MY BANK
INFORMATION BY
E-MAIL AND I'LL GET
A TEN PERCENT
COMMISSION!



DEAR GUSTAVA,
MY BANK IS A
TUBE SOCK THAT
FELL BEHIND THE
DRYER.



I THINK WE
HAVE SNAILS
IN THE OFFICE.



THERE'S A SLIME
TRAIL ON EVERY-
THING.



THAT MIGHT BE THE
SECOND SIGN THAT I'M
ADDICTED TO HAND
LOTION.



WHY ARE OUR SOFTWARE EXPENSES HIGHER THAN MARKETING'S SOFTWARE EXPENSES?



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FOR THE SAME REASON THAT MONKEYS DON'T WEAR WATCHES.



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AN HOUR LATER

DOES IT INVOLVE FUR IN ANY WAY?



TRY
REBOOTING
YOUR
COMPUTER.



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THANKS. I
FEEL MUCH
BETTER.





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BY

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THE TOO HELPFUL GUY

DILBERT, MEET
THE NEW GUY.

DO YOU
LIKE
CHEESE,
DILBERT?

UM...
YES, I
GUESS
SO.

I'LL SEND TWO
TRUCKLOADS OF
PARMESAN CHEESE
TO YOUR HOUSE!

THANKS... BUT
I DON'T NEED
THAT MUCH
CHEESE.

MESSAGE RECEIVED!

I'LL SEND YOU SOME
BREAD AND A
FONDUE SET TOO.

HERE ARE TWO
TICKETS TO THE
"WORLD-O-CHEESE"
EXHIBIT IN
WISCONSIN.

YOUR NEW NICKNAME
WILL BE "CHEESEBOY"
TO REFLECT YOUR
WEIRD OBSESSION.

HI.
I'M
WALLY.

WALLY, DO
YOU LIKE
LEATHER
PRODUCTS?

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SOMEONE THREW A
COMPUTER OFF THE
ROOF AND KILLED
OUR BIGGEST
CUSTOMER.



WE PLAN TO REPLACE
HIM WITH A LOOK-
ALIKE WHO WILL
CONTINUE BUYING
FROM US.



HEY, THAT'S WILLY
FROM THE CLUB OF
PEOPLE WHO LOOK
EXACTLY LIKE ME.



YOU'LL IMPERSONATE
OUR DEAD CUSTOMER
AND MAKE LARGE
PURCHASES FROM
US.



I'VE NEVER
DONE ANY-
THING LIKE
THIS BEFORE.



IT'S CALLED
"WORK."

AM I DOING
IT RIGHT?



WALLY'S IN JAIL
FOR IMPERSONATING
A DEAD PERSON.



HE'LL HAVE TO USE
ALL OF HIS STREET
SMARTS TO SURVIVE.



I'LL NEED SOME
TEMPORARY TATTOOS.
WHICH WAY IS
THE GIFT
SHOP?



WALLY'S IN JAIL.
CAN YOU HELP
GET HIM OUT?



TELL HIM TO TRY
THE DOOR. THE
GUARDS ONLY
PRETEND TO LOCK
THEM.



BUT I'D HAVE TO
SAY IT WAS THE
LIFERS WHO WERE
THE MOST EMBAR-
RASSED.



WALLY, NOW THAT
YOU HAVE A CRIMINAL
RECORD, I CAN'T LET
YOU WORK ON ANY-
THING IMPORTANT.



I DON'T HAVE A
CRIMINAL RECORD.
I GAVE THE POLICE
A FAKE NAME.



YOU MIGHT NOTICE
A CHANGE IN THE
QUALITY OF YOUR
ASSIGNMENTS.



THERE AREN'T ENOUGH
FRIENDLY PEOPLE TO
FILL OUR CALL CENTER
JOBS.



ALL WE CAN FIND ARE
ANGRY PEOPLE WHO
REFUSE TO PUT THEIR
TELEPHONE HEADSET
MICROPHONES NEAR
THEIR
MOUTHS.



NO, I'M SURE
THE PROBLEM
IS ON YOUR END.





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BY

SCOTT ADAMS

CAROL, YOUR OVERALL PERFORMANCE RATING IS "GOOD."

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AAAG! GOOD IS BAD! WHAT DID I DO TO DESERVE THIS HUMILIATION.

WELL, YOU GAVE ME SIX HUNDRED PHONE MESSAGES THAT SAID, "IT MIGHT HAVE BEEN BOB."

YOU CAN'T TELL ME THAT NONE OF THEM WERE FROM A BOB!

YOU ARRANGED FOR ALL OF MY FLIGHTS TO HAVE CONNECTIONS IN WAR ZONES.

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EXCUSE ME FOR TRYING TO SAVE THE COMPANY SOME MONEY.

YOU HELD A PRESS CONFERENCE TO ANNOUNCE THAT I WAS THE PARKSIDE STRANGLER.

AND HE REFUSES TO TAKE ANY RESPONSIBILITY FOR GIVING ME VAGUE OBJECTIVES.

CAROL, SCREEN MY
CALLS AND DON'T
LET ANY SALES-
PEOPLE THROUGH.

HELLO, I'M A HUGE
CUSTOMER OR PERHAPS
A CHILDHOOD FRIEND
OF YOUR BOSS.

GIVE ME
SOME
FLIRTING
AND YOU'RE
IN.

IS IT
HOT IN
HERE OR
IS IT
JUST
YOU?

CAROL, WHY DO YOU
KEEP PUTTING
SALES PEOPLE
THROUGH TO ME?



I'M TAKING BRIBES
TO SUPPLEMENT MY
INCOME. IT'S A
NATURAL EXTENSION
OF EMPOWERMENT.



I SENSE SOME
MICROMANAGEMENT
BREWING.



CAROL, YOU CAN'T
KEEP ACCEPTING
BRIBES FROM SALES
PEOPLE WHO WANT
ACCESS TO ME.



BAD!

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DIDN'T A VENDOR
RECENTLY TAKE
YOU ON A GOLF
TRIP TO VEGAS?



THAT
IS SO-O-O
DIFFER-
ENT!

LET'S
COMPARE
PRICE
SHEETS.



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DO YOU FEEL GUILTY
ABOUT TAKING BRIBES
FROM VENDORS?



NO. DO YOU FEEL
GUILTY GETTING
PAID TO WALK
AROUND WITH A
COFFEE CUP?



I NEED A BIGGER
CUP SO THIS
LOOKS HARDER.



THANKS FOR TAKING
ME TO DINNER.
YOU'RE A TERRIFIC
CONVERSATIONALIST.



WITH YOU
IT'S EASY.



I DISCOVERED THAT
I CAN WRITE CODE IN
MY HEAD WHILE YOU
COMPLAIN ABOUT YOUR
JOB ALL NIGHT.



MY DATE COMPLAINED
ABOUT HER LIFE
ALL NIGHT LONG!



BUT I COMPLAIN
ABOUT JUST ONE
THING AND SHE
CALLS ME A LOSER.



DID YOU
COMPLAIN
ABOUT
HER
PERSON-
ALITY?



THAT'S
ONE
THING!





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BY

SCOTT ADAMS

THIS IS JITTERY
JEFF. HE NEEDS
COUNSELING.

I PUT HIM IN A
CUBICLE AT THE END
OF A BUSY AISLE
NEAR A DOORWAY.

NOW HE'S JITTERY
BECAUSE HE THINKS
PEOPLE ARE ALWAYS
LOOKING OVER HIS
SHOULDER.

LEAVE HIM
HERE. I'LL
COUNSEL
HIM UP.

RELAX, JITTERY
JEFF... IT'S
OKAY NOW.

RELAX
RELAX
RELAX
RELAX

AAAGH!!
SOMEONE IS
BEHIND THE
DOOR!!

COUNSELING
IS MOSTLY
INSTINCT.

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I'M MEETING A VENDOR
FOR DRINKS TONIGHT.
HE SAYS IT'S THE ONLY
TIME HE HAS TO ANSWER
MY QUESTIONS.



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IF THAT WORKS,
PLEASE LET US
KNOW.



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WHAT DO
YOU MEAN
"WORKS"?
AND WHO IS
"US"?



IT'S
ALREADY
WORKING!

A VENDOR INVITED ME
FOR DRINKS. IT'S THE
ONLY TIME HE HAS TO
TALK ABOUT HIS
PRODUCT.



HE'S USING THE OLD
BAIT-LUBE-AND-
SWITCH TRICK. THAT'S
HOW I GOT MY FIRST
AND THIRD WIVES.



I DON'T
UNDER-
STAND.



THAT'S
WHY IT
WORKS.



THIS IS STRICTLY
BUSINESS, RIGHT?
WE'RE GOING TO TALK
ABOUT YOUR COMPANY'S
PRODUCT.



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I'LL BET I CAN
CHUG MORE
CHARDONNAY
THAN YOU CAN.



YOU'RE A HANSHUM
MAN AND SO ISH
YOUR TWIN BRUVER.



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I'M DATING AN
UNATTRACTIVE MAN.
WHAT SHOULD I DO?



EVERY MAN IS UGLY
UNTIL A WOMAN
FIXES HIM UP.
THINK OF IT AS A
PROJECT.



NEXT, LOSE THE COMB-
OVER, OR AT LEAST
STAY OUT OF THE WIND.



HOW'D YOU
KNOW ABOUT
THE COMB-
OVER?



THE BOYFRIEND PROJECT

I'M PUTTING YOU
IN TURTLENECKS
AND JEANS.



YOU DON'T LIKE TO
FISH ANYMORE.
NOW YOU'RE TRAIN-
ING FOR MARATHONS.



WHAA!
WHAA!

YOU CAN
ONLY CRY
AT MOVIES.



THE BOYFRIEND PROJECT

YOU'RE MAKING
GOOD PROGRESS.



I'M READY TO BE
SEEN WITH YOU IN
PUBLIC. BUT DON'T
DO ANY TALKING.



...AND THAT'S WHY I
THINK THERE SHOULD
BE A NOBEL
PRIZE FOR
WRESTLING.

I SAID...





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BY

SCOTT ADAMS



...AND THAT'S WHY
I RECOMMEND USING
THIS VENDOR.

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WHY DON'T WE
USE OUR INTERNAL
DEVELOPERS?

LET ME EXPLAIN
HOW THIS WILL
PLAY OUT.

STEP ONE: WE SELECT
AN OUTSIDE VENDOR
BECAUSE OUR INTERNAL
DEVELOPERS ARE
CLUELESS WEASELS.

STEP TWO: WE SIGN
A CONTRACT AND
BEGIN WORK.

STEP THREE: OUR
INTERNAL WEASELS
COMPLAIN TO OUR VP
AND SHE ORDERS US
TO USE THEM.

STEP FOUR: THE OUT-
SIDE VENDOR SUES
US WHILE OUR
WEASELS GRUNT OUT
STEAMING MOUNDS
OF WORTHLESS CODE.

DO I
PLAN
TOO
MUCH?

IS THIS THE
CONVERSA-
TION WE
PRACTICED
YESTERDAY?

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DILBERT, I'D LIKE
YOU TO MEET
INCREDULOUS ED.



NO MATTER WHAT
QUESTION YOU ASK
HIM, HE'LL REACT
AS IF YOU'RE
INVENTING WORDS.



DO YOU
HAVE A
FAMILY?

DO I
HAVE A
WHAT??



INCREDULOUS ED

ED, DO YOU HAVE
THE LATEST BUDGET
NUMBERS?



BUDGET??? WHAT
IS A "BUDGET"?
AND WHY IN THE
WORLD WOULD
I HAVE ONE?



BECAUSE YOU'RE
THE BUDGET
MANAGER.

HERE
YOU GO.



I FOUND THE
ULTIMATE TOOL
FOR THE MOBILE
PROFESSIONAL.



IT'S A COMBINATION
PDA, PHONE, PAGER,
DIGITAL CAMERA,
FAX, E-MAIL, LAP-
TOP AND SHREDDER.



IT CLIPS
RIGHT TO
MY BELT!



CAROL, ORDER AN
EXTRA BATTERY
FOR MY MOBILE
TECHNOLOGY
PLATFORM.



DO YOU WANT THE
ONE THAT STRAPS TO
YOUR BACK OR THE
ONE WITH ITS OWN
WHEEL BARROW?



I THINK I
JUST LOST
A LUNG.



I CAN'T GIVE YOU
A RAISE BECAUSE
YOU DON'T ASK
ENOUGH QUESTIONS
IN MEETINGS.



QUESTIONS SHOW
THAT YOU CARE
ABOUT YOUR JOB
AND HAVE A THIRST
FOR KNOWLEDGE.



WHO ELSE
LIKES WOOD?



WE SHOULD READ
THE SET-UP
INSTRUCTIONS.



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ALICE, A TRUE
ENGINEER NEVER
READS THE SET-UP
INSTRUCTIONS.



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IT SAYS TO KEEP IT
AWAY FROM ANY
SLURPING SOUNDS.





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BY
SCOTT ADAMS

I'M SORRY, BRIAN.
I NEED TO FIRE ALL
OF MY CONSULTANTS
TO SAVE MONEY.

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WHO WILL DO
YOUR HIGHLY
TECHNICAL
WORK?

YOU CAN TRANSFER
YOUR KNOWLEDGE
TO FLOSSIE.

HI.

WHAT'S WITH THE
HAND? DO YOU
WANT TO BORROW
MY PENCIL?

UM...NO. THIS IS
AN INVITATION TO
SHAKE HANDS. IT'S
A GREETING RITUAL.

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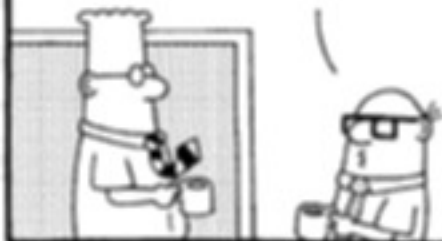
OUCH!! BRAIN
OVERLOAD!! IT'S
TOO MUCH
INFORMATION!!

PURGE!
PURGE!
PURGE!

WHERE
AM I?

I NEED
TO RAISE
MY RATES.

WHAT'S THE LOWEST
RATIO OF WORK-TO-
GABBING THAT IS
STILL CONSIDERED
"WORK"?



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I'D HAVE TO
SAY ONE-IN-
EIGHT, MAYBE
ONE-IN-NINE.

SOUNDS
RIGHT.



DOES TALKING ABOUT
WORK COUNT AS
WORK?

WELL... I'M
NOT ENJOY-
ING IT.



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WE'RE CUTTING BACK
ON ADVERTISING
TO BOOST EARNINGS.



UM...EXCUSE ME.
I'LL BE RIGHT BACK.

ME TOO.



WE GOT
ANOTHER
MASS
EXODUS
DOORWAY
JAM.



THIS
WILL BE
YOUR
NEW
MOTTO...



DANCE LIKE IT HURTS.
LOVE LIKE YOU NEED
MONEY. WORK WHEN
PEOPLE ARE
WATCHING.



YOU CAN'T ASSIGN
MOTTOS TO ME.

YOU'D
BETTER
READ OUR
CONTRACT.



OUR CONTRACT
CLEARLY STATES THAT
I CAN GIVE YOU NICK-
NAMES, MOTTOES AND
POLITICAL PREFER-
ENCES.



I DEMAND A NEW
CONTRACT BASED ON
THE FACT THAT I
DIDN'T READ THIS
ONE BEFORE I
SIGNED IT.



TOO BAD,
SKIPPIY.
YOU'RE A
COMMUNIST
NOW.



DID YOU
LOOK AT
MY TRAVEL
REQUEST?

NOT
YET.



ASSUME IT'S APPROVED
UNLESS I TELL YOU
OTHERWISE.



IT'S TOO BAD THAT
BEING USELESS
ISN'T AN OLYMPIC
SPORT.



BLAH
BLAH
BLAH
BLAH

I'M TRAPPED
IN MY OWN
CUBICLE.

MAYBE I CAN
GNAW OFF MY
ARM TO ESCAPE.

AND
THAT
WORKED?

PEOPLE DON'T
STICK AROUND
WHEN YOU
GNAW ON
YOUR ARM.



DILBERT®



BY

SCOTT ADAMS

DEFECTIVE CO-WORKERS HALL OF FAME



PARROT
MAN

E-mail: SCOTTADAMS@AOL.COM

YOUR IDEA WON'T
WORK. THE COMPO-
NENTS ARE TOO CLOSE.
THEY WILL OVERHEAT.

LET ME EXPLAIN
SOMETHING TO
YOU, DILBERT.

THESE COMPONENTS
WILL OVERHEAT.
THEY ARE MUCH
TOO CLOSE.

THE REASONS INVOLVE
HEAT AND SOMETHING
I CALL "PROXIMITY."

GAAAA!!!

I DON'T
HAVE TIME
TO EXPLAIN
ALL THE
DETAILS.

YOU TAKE EVERYTHING
I SAY AND EXPLAIN
IT BACK TO ME LIKE
I'M A MORON!!

EXCUSE ME, BUT I HEAR
A CLICKING SOUND
AND FEEL COMPELLED
TO EAT A SUNFLOWER
SEED.

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I EXPECT EVERYONE
TO WORK SIXTEEN
HOURS A DAY.



IT SEEMS LIKE
THAT WOULD
MAKE US TIRED.



WOULDN'T
THAT MAKE
YOU TIRED?

I WASN'T
LISTENING.



LEAVING AT
SEVEN?

ALL OF
MY
WORK
IS DONE.

THEN
GET SOME
MORE
WORK.

THAT WOULD MAKE
MY LIFE AN
EXERCISE IN
FUTILITY.

EXERCISE
IS GOOD
FOR YOU.

IT LOOKS LIKE
SOMEONE IS
LEAVING EARLY.



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I STARTED AT
5 A.M. AND I'VE
ALREADY WORKED
EIGHTY HOURS
THIS WEEK.



SO?



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I HAVE A
DOCTOR
APPOINT-
MENT FOR...
FEMALE...



NO
DETAILS!
GO GO
GO !!!



I'M RUNNING
OUT OF NEW
THINGS TO
SAY.



I'LL HAVE TO START
REPEATING MYSELF
JUST TO FILL THE
AIRTIME.



YOU
COULD
LET OTHER
PEOPLE
TALK.



SO, ANYWAY,
I'M RUNNING
OUT OF NEW
THINGS TO
SAY.



...AND INCREMENTALLY DEVELOP A TIME-TO-MARKET BENCHMARK FRAMEWORK...

SPLOINK

THIS MEETING STOLE TWO HOURS OF MY LIFE !!!

DID THAT HELP?

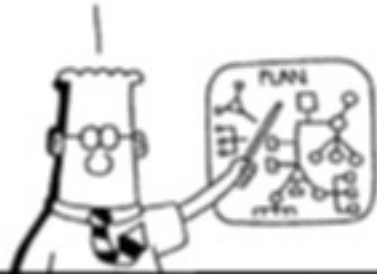
YEAH, I'M GOOD FOR ANOTHER HOUR.

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I DESIGNED A
PRODUCT THAT COULD
FILL A GAPING HOLE
IN THE MARKET.



BUT THANKS TO THE
MIRACLE OF TEAM-
WORK IT TURNED
INTO A PRODUCT WITH
NO ACTUAL FEATURES.



IN PHASE THREE I
FANTASIZED ABOUT
MY CO-WORKERS
BEING EATEN BY
SQUIRRELS.





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BY

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WE FOUND A BUG
IN OUR SOFTWARE.



IT SEARCHES YOUR
E-MAIL ADDRESS BOOK
FOR YOUR MOTHER'S
NAME.



EVERY SUNDAY IT
USES YOUR E-MAIL
TO SEND HER A
MESSAGE...



...COMPARING
HER FACE TO
VARIOUS PARTS
OF ANIMALS.



DO YOU HAVE ANY
HARD DATA THAT
PROVES WE SHOULD
FIX THE BUG?



WE CAN'T
THROW
MONEY AT
EVERY
PROBLEM.

IT'S
YOUR
MOM.



YOU MISERABLE
☼☆ζ#©!!!



SEE
WHAT
I MEAN?

NO. I GET
THIS CALL
EVERY
DAY.



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I TOLD THEM
YOU WOULD BE
AT THE MEETING
ON MONDAY
MORNING.



WHAT?? THAT MEANS
I HAVE TO TRAVEL
ALL DAY SUNDAY.
YOU'RE STEALING
MY LIFE!



THEN HE SAID HE'D
RESCHEDULE IF I HAD
SOCIAL PLANS.



WE OVERBOOKED. BUT
I CAN GIVE YOU THE
CO-PILOT'S SEAT IF
YOU KNOW HOW TO FLY
A 747.



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UM... YEAH,
OKAY. I CAN
FLY A 747.



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SHOULD
I DO
SOME-
THING?

BEATS ME.
I'M A
CHIRO-
PRACTOR.



THE ROOM COSTS
FIVE DOLLARS PER
NIGHT.



THE MINI-BAR HAS
A MOTION DETECTOR;
YOU'LL BE CHARGED
THREE HUNDRED
DOLLARS EVERY TIME
YOU GET WITHIN
EIGHT FEET OF
IT.



IT'S GOING
TO BE A
LONG NIGHT.



I'M NOT A LOSER
WHO CAN'T GET
A DATE. I'M A
BUSINESS
TRAVELER.



WHAT'S YOUR GIRL-
FRIEND'S NAME? I'LL
CALL HER AND CHECK
OUT YOUR STORY.



MAYBE
I SHOULD
ORDER.

MAYBE
YOU
SHOULD.



GIVE ME \$35 WORTH
OF FOOD, INCLUDING
YOUR 15% TIP.



IF I BRING YOU A
PENNE PASTA, WILL
YOU PROMISE TO
NOT BUILD A LOG
CABIN ON YOUR
PLATE?

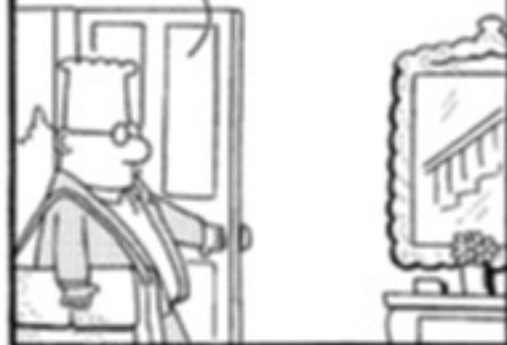


I CAN'T
PROMISE
THAT.

WELL THEN,
WE HAVE A
SITUATION
HERE.



DOGBERT!
I'M HO-O-OME!



I'LL BE RIGHT
THERE. I HAVE
TO SIGN THE
TEMP'S TIME
SHEET.



IF YOU'RE EVER
INTERESTED IN A
PERMANENT POSI-
TION, GIVE ME A
CALL.





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BY

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PER MARKETING'S
REQUEST, I DID AN
O.R.D. FOR THE B.G.G.
THAT RESULTED IN
A Q.R.B.



THEN I DISCOVERED
THAT MARKETING
USES THOSE ACRONYMS
FOR DIFFERENT
THINGS.



THEIR VERSION
DOESN'T REQUIRE
NUDITY, JUST TO
PICK ONE EXAMPLE.





WE'RE HAVING A
MEETING TO DISCUSS
EMPLOYEE RETENTION.



TELL THEM THAT
EMPLOYEES QUIT
BECAUSE THERE ARE
TOO MANY USELESS
MEETINGS.



WE WON'T BE GETTING
INTO REASONS AT
THE FIRST MEETING.



WE NEED
TO DO
MORE
WITH
LESS.



I PROPOSE THAT
WE WORK SMARTER
WHILE BROADENING
OUR FOCUS.



WALLY,
THAT
DOESN'T
MEAN
ANYTHING.



WELL,
EXCUSE
MY LEAD-
ERSHIP.

CAROL, I NEED
YOU TO FILL IN
FOR OUR RECEPTIONIST TODAY.



REMEMBER, YOU
WILL BE THE FACE
OF OUR COMPANY,
THE FIRST IMPRES-
SION FOR VISITORS.



IF ANYONE
OFFERS YOU
FOOD, DON'T
EAT IT.



HEY, COME TO THIS
MEETING. I NEED
SOME BODIES.



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I DON'T WANT TO
BE OUTNUMBERED
BY MARKETING.



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HI.

HE'S ON
OUR SIDE.

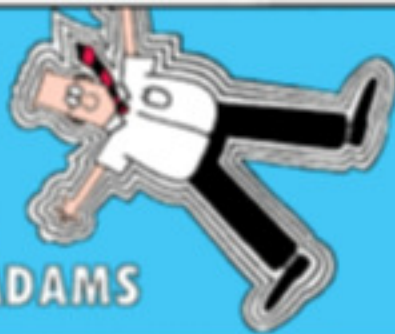




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I NEED YOUR
APPROVAL TO BUY
A COMPUTER.

EHI
EHI

THERE'S A FREEZE
ON THE CAPITAL
BUDGET. ONLY
OUR CEO CAN
APPROVE IT.

COULD YOU
ASK HIM
TO...

EHI
EHI

I DON'T WANT
TO BE KNOWN
AS THE GUY WHO
ALWAYS ASKS
FOR THINGS.

MAYBE YOU COULD
ASSEMBLE A COMPUTER
FROM COMPONENTS
THAT ARE EACH
WITHIN MY APPROVAL
LIMIT.

WHAT'S
YOUR
APPROVAL
LIMIT?

TEN
DOLLARS.

IF YOU NEED ME,
I'LL BE IN MY
CUBICLE, BANGING
MY HEAD AGAINST
THE WALL.

THIS IS WHY I KEEP
THEM IN SOFT-WALLED
CONTAINERS.

THUD
THUD
THUD

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I SPEND ALL DAY
WRITING CODE FOR
ANOTHER COMPANY
WHILE IT LOOKS LIKE
I'M DOING MY
JOB HERE.



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CRIME PAYS
AND IT ALSO HAS
AN EXCELLENT
BENEFITS PACKAGE.



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ARE YOU
EATING
MY SAND-
WICH?

I'M
SAVING
MINE
FOR
DINNER.



HERE'S MY COST
ESTIMATE. I'LL
START THE JOB
ON MONDAY.



WHEN I SAY "MONDAY,"
I AM REFERRING TO
THE SERVICE INDUS-
TRY'S SPACE-TIME
CONTINUUM.



I'M NOT SUPPOSED
TO SHOW YOU THIS,
BUT CHECK OUT OUR
CALENDAR.

NO
MONDAYS.



MY INVENTION WILL
LET ME SEARCH THE
SERVICE INDUSTRY'S
SPACE-TIME CONTINUUM.



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PLUMBER,
ROOFER,
CARPENTER,
ELECTRICIAN.



WEREN'T YOU SUPPOSED
TO FIX MY FURNACE
IN 1991?

YOU'RE MY
NEXT HOUSE.



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I GOT THE ROOF OFF.
I'LL BE BACK NEXT
WEEK TO FINISH.



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WHAT
IF IT
RAINS?

THEN I'LL
WORK
INDOORS.



MY
HOUSE
WILL BE
RUINED.

I CAN'T
CONTROL
THE
WEATHER.



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I HOPE IT DOESN'T
RAIN UNTIL MY ROOF
GETS SHINGLED.

WHY DON'T YOU USE
YOUR PERSONAL
CHAOS-DRIVEN
CLIMATE CONTROL
APPARATUS TO
CONTROL THE
RAIN?

I... UH...
DON'T
HAVE
ONE.

—

YOU CAN USE
MINE. JUST
RESET THE
RANDOMIZER
WHEN YOU'RE
DONE.

I'M THINKING
ABOUT GROWING
A UNIBROW.



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MAYBE WE SHOULD
RETHINK OUR BAN
ON WORK-RELATED
CONVERSATION
DURING LUNCH.





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YOU'RE UNDER-STAFFED AND OVERWORKED.



SO I HIRED A STRESS COUNSELOR AND ANOTHER MANAGER TO GLARE AT YOU.



RELAX...
DEEP
BREATHS...
THERE...



FROM NOW ON
I'LL BE MANAGING
BY EXCEPTION.



IF I DON'T TALK
TO YOU FOR MONTHS,
ASSUME YOU'RE
DOING A GOOD JOB.



...OR THAT YOUR
PROJECT ISN'T
IMPORTANT...OR
I DON'T REMEMBER
YOUR NAME.



IT NEEDS TO BE
SO EASY THAT
YOUR MOTHER
COULD USE IT.



MY MOTHER ISN'T
A MORON. MAYBE
WE COULD USE
YOUR MOTHER AS
THE TEST.



WHAT
MAKES
YOU THINK
MY MOTHER
IS A
MORON?

SHE
FED
YOU.



FRANKLY, THE
JOB IS A REAL
NO-BRAINER.



YOUR RÉSUMÉ IS
A BLANK PIECE
OF PAPER; I LIKE
A MAN WHO CAN BE
BRIEF.



YOU'RE RUINING
MY DONUT
EXPERIENCE.



I HEARD A RUMOR
THAT THERE MIGHT
BE LAYOFFS ON
FRIDAY. IS IT TRUE?



ABSOLUTELY NOT.
NO WAY. NOPE.
NEGATORY. NO,
NO, NO, NO, NO.



GREAT.
CAN I
TAKE OFF
FRIDAY?



MONDAY
WOULD BE
BETTER.



LAYOFF PLANNING

LET'S FIRE ALL THE
PEOPLE WHO GIVE
US THE CREEPS...



...ALL THE PEOPLE
WITH EXCESSIVE
NOSE HAIR AND
ANYONE WHO INSISTS
ON BEING CALLED
"DOCTOR."



YOU'VE GOT A FIVE-
MINUTE MEETING ON
FRIDAY, DOCTOR
WOLFINGTON.





DILBERT[®]



BY
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...AND THAT
WAY WE'LL SAVE
MONEY ON EACH
UNIT WE BUILD.

LET'S TRY THAT
IDEA WITH OUR
VP.

WOW. GREAT
IDEA. WHO
THOUGHT OF IT.

WELL, I HAVE
TO ADMIT...

IT'S ONE OF
MY BETTER
IDEAS.

MUST...
CONTROL...
FIST OF
DEATH.

SOME-
TIMES I'LL
JUST BE
STANDING
THERE...

GAAA!!

AND POW!
SOMETHING
HITS ME.

THANK
YOU.

I TRIED TO
CONTROL IT
BUT I
COULDN'T.

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MY LIFE HAS
NO PURPOSE.

SCRATCH
MY BACK.

ARE YOU SAYING
THE PURPOSE OF
LIFE IS SERVICE
TO OTHERS?

OKAY.

IT DOES MAKE
ME FEEL USEFUL.

I THINK WE
BOTH FOUND
SOMETHING
THAT WORKS.

OUR LIVES ARE
PATHETIC. WE DO
NOTHING BUT EAT,
WORK AND SLEEP.



EAT, WORK,
SLEEP... EAT,
WORK, SLEEP...
EAT, WORK,
SLEEP.



GREAT - I JUST
FINISHED LUNCH
AND YOU'RE
MAKING ME
HUNGRY!



IF I USE THE
SPEAKERPHONE
IT WILL ANNOY
MY CO-WORKERS.

LUCKILY FOR
ME, I'M A
SOCIOPATH.

TWO THINGS: YOU'RE
A BIT LOUD...AND
YOU'RE EATING MY
LUNCH.

IT'S
DELICIOUS.

PRESS
ONE
TO
HEAR...

WHY ARE YOU
USING YOUR
SPEAKERPHONE
FOR VOICE-
MAIL?



I MEAN, SERIOUSLY,
WHAT IS GOING
THROUGH THAT
SOCIALLY DEFECTIVE
BRAIN OF
YOURS?



WOULD
YOU LIKE
TO HAVE
DINNER?



YEAH,
WHY
NOT.



THE SOCIOPATH

TIPPING IS
OPTIONAL SO
I NEVER DO IT.



UM... HAVE YOU
EATEN HERE
BEFORE?



HERE'S
SOME
BREAD.



YOU'RE A TOTAL
SOCIOPATH, RON.
I LIKE THAT IN
A MAN.



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OH YES, RIFLE
THROUGH MY
PURSE! YES!
YES! YES!



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CALL
ME?



SURE. BUT
YOU'D BETTER
WAIT BY THE
PHONE; I ONLY
RING ONCE.





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YESTERDAY I NEEDED TO ASK DILBERT A QUESTION BUT I COULDN'T FIND HIM.

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FROM NOW ON, EACH OF YOU MUST INFORM CAROL OF YOUR WHEREABOUTS AT ALL TIMES.

HANDLE IT.

I'LL BE WANDERING AROUND WITH MY COFFEE CUP.

IF I FIND A NEWSPAPER I'LL TAKE A BREAK IN MARKETING'S LUXURIOUS REST FACILITIES.

THEN I'LL STOP BY THE CUTE INTERN'S CUBICLE TO DO SOME FLIRTING.

I STAND IN HER DOORWAY SO SHE CAN'T ESCAPE.

I THINK I'M MAKING PROGRESS.

I'M BECOMING IMMUNE TO PEPPER SPRAY.

I CANCELED YOUR STUPID POLICY.

MONTY, YOU'RE NOT GROWING INTO YOUR JOB AS QUICKLY AS I HOPED.



SO I SIGNED YOU UP FOR AN ACCELERATED EVOLUTION PROGRAM. THEY PACK A MILLION YEARS INTO A TWO-DAY CLASS.



HURRY UP! WE'VE ALREADY LOST THE OPPOSABLE THUMBS MODULE; LET'S NOT LOSE FIRE TOO.



EVOLUTION TRAINING

SOME OF YOU WILL
NOT MAKE IT
THROUGH THE CLASS.



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MAY I MOVE TO
A DIFFERENT
SEAT?



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SURE...OOPS.
PROBLEM SOLVED.

CARL, DON'T LEAVE
THAT WHERE SOME-
ONE WILL SLIP
ON IT.



EVOLUTION TRAINING

ZOLTAR IS A GRADUATE
OF THIS CLASS. HE
WILL DEMONSTRATE
SPEED EVOL-
VING.



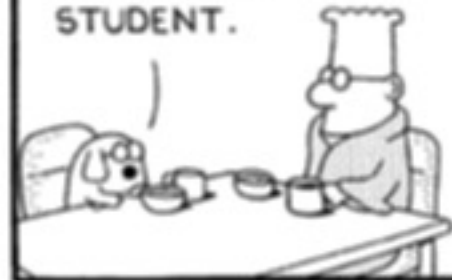
UNH...ERRR...
HOO...AHH...



I HOPE YOU'RE
STARING AT MY
NEW SIDEBURNS.



BY THE END OF MY
TWO-DAY EVOLUTION
CLASS I HAD ONE
SURVIVING
STUDENT.



HE'S PROBABLY THE
COCKIEST SQUIRREL
I'VE EVER SEEN.
TOWARD THE END
HE WEIGHED
THREE THOUSAND
POUNDS.



IF YOU ASKED ME
WHO'S THE UNLUCK-
IEST PERSON IN THE
WORLD, I'D HAVE TO
SAY IT WAS
THE JANITOR.



THE COMPANY DID WELL SO YOU GET A BONUS DESPITE THE FACT YOU DID NO WORK ALL YEAR.



I'D FIRE YOU BUT I CAN'T REPLACE YOU BECAUSE THERE'S A HIRING FREEZE AND I DON'T WANT TO SHRINK MY EMPIRE.



THIS MIGHT BE A HAND-SHAKING SITUATION BUT I DON'T KNOW WHERE YOUR HAND HAS BEEN.



I'VE BEEN TRAPPED
IN MY OFFICE FOR
THREE DAYS! DIDN'T
YOU HEAR ME SCREAM?



I USED MY STAPLE
REMOVER TO CLAW
THROUGH THE SIDE
WALL!



YOUR
DOOR IS
A PULL,
NOT A
PUSH.



GET ME A
BIGGER
STAPLE
REMOVER
JUST TO BE
SAFE.





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THE ANGRY DUMB GUY

IF ANYONE WANTS
MY OPINION...

...I'LL BEAT
IT OUT OF ME!

I WANT
YOUR
OPINION.

OH YEAH?
LET'S SEE
IF I HAVE
ONE!

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THE EXIT INTERVIEW

WHAT WOULD YOU SAY IS YOUR MAIN REASON FOR LEAVING?



I CAN'T STAND WORKING FOR AN UNETHICAL WEASEL.



YEP,
PERSONAL
PROBLEMS.

I'M GLAD
THAT WE
COLLECT
THIS HELP-
FUL DATA.



CAROL, ORDER A
NEW CHAIR FOR ME.
THE OLD ONE LOST
ITS NEW CHAIR
SMELL.



CAN I HAVE YOUR
OLD CHAIR? MY
CHAIR DOESN'T
ROLL ANYMORE.



I'LL TRY TO SAY THIS
TACTFULLY: YOU'RE
NOT IMPORTANT
ENOUGH TO SIT IN
MY SMELLY CHAIR.



TEAMWORK IS
NATURE'S WAY OF
IDENTIFYING
THE WEAK.



THE STRONG, SUCH
AS MYSELF, PUT
ALL OF OUR ENERGY
INTO PERPETUATING
OUR GENES.



NOW THIS IS WHEN
YOU USUALLY TRY TO
PUT A NEGATIVE
SPIN ON EVERYTHING.



OKAY... I THINK
WE'RE DONE HERE.
LOTS OF WORK TO
DO. BUSY,
BUSY, BUSY.

I'LL TALK TO YOU
LATER. HAVE A
NICE DAY. BYE-
BYE. THANKS.

LOOKS LIKE SOMEONE
TOOK ROOT IN YOUR
CUBICLE.

BYE-
BYE

WE'VE HAD A RASH
OF THEFTS. BE ON
THE LOOKOUT FOR
ANYONE WHO ACTS
SUSPICIOUS.



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CAN WE CUT THIS
MEETING SHORT?
THE POSTERS IN THE
BREAK ROOM GOT ME
ALL MOTIVATED!



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THEN WHY
ARE THEY
THERE?!!





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HOW CAN YOU WRITE
REVIEWS OF MOVIES
YOU HAVEN'T
SEEN?



EASILY.



"THROW AWAY YOUR
PICASSO PAINTINGS.
'NIGHT OF THE
LIVING SQUIRREL'
IS THE ONLY ART
YOU'LL EVER NEED."



HOW MUCH IS THE
STUDIO PAYING YOU?



DANG...
TOO
OBVIOUS.



HELLO...YES, I'D
LIKE TO BUY A
RAVE REVIEW FOR
MY NEW
MOVIE.



CAN YOU AFFORD
"SUSPENSEFUL THRILL
RIDE" OR WOULD
YOU LIKE SOMETHING
MORE IN THE "DELIGHT-
FUL" PRICE RANGE.



I'M RELEASING IT
ON NEW YEAR'S DAY;
CAN YOU GIVE ME
A PRICE FOR
"BEST COMEDY SO
FAR THIS YEAR"?



THE CLEAN DESK
AWARD GOES
TO WALLY.



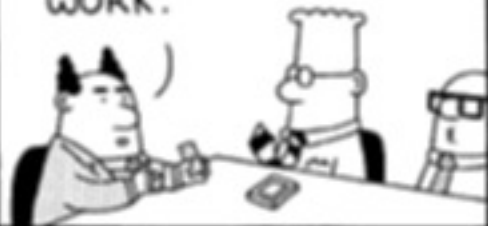
MAYBE WALLY CAN
SHARE SOME TIPS
ON KEEPING OUR
DESKS CLUTTER-
FREE.



I USUALLY THROW
AWAY THIS SORT
OF THING IN THE
MEN'S ROOM ON THE
WAY BACK TO MY
CUBICLE.



INTRODUCING
"MORALE MONEY."
NOW YOU CAN EARN
PLAY MONEY FOR
DOING GOOD
WORK.



YOU CAN USE IT AT
THE COMPANY STORE
TO BUY PRODUCTS
THAT HAVE OUR LOGO.



THE COFFEE
MUG COSTS
TEN MILLION
MORALE DOLLARS.



MAY I HAVE AN
ERGONOMIC EVAL-
UATION OF MY
CHAIR AND KEY-
BOARD?



ASOK. WORK IS
SUPPOSED TO HURT.
THAT'S HOW YOU
KNOW YOU'RE DOING
IT RIGHT.



I CAN'T
FEEL MY
HANDS!

MY WHOLE
BODY IS
NUMB!



THE CURE FOR
CARPAL TUNNEL
IS TO EAT SIX
BANANAS A DAY.



THAT'S WHAT I
DO AND I HAVE
THE HANDS OF
A TEENAGER.



DO YOU
HAVE ANY
DATA TO
SUPPORT
YOUR MED-
ICAL ADVICE?

DOES A
HUGE
PIMPLE
COUNT?





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BOB WAS WORKING
FOR YOU WHEN HE
DIED. THE FAMILY
WANTS YOU TO SAY
SOMETHING AT
HIS FUNERAL.



I BARELY KNEW
HIM. MAYBE I CAN
READ SOMETHING
FROM HIS LAST
PERFORMANCE
REVIEW.



BOB NEEDS TO
WORK ON HIS
COMMUNICATION
SKILLS ...AND
ATTENDANCE.



CUSTOMER SERVICE

FIND THE SERIAL
NUMBER BY
PULVERIZING THE
CASE WITH A
HAMMER.



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ARE YOU SURE
THIS WON'T
VOID MY
WARRANTY?



IT'S NOT
ALWAYS
ABOUT
YOU.



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I CAN ANALYZE
YOUR EMPLOYEES'
HANDWRITING TO
FIND OUT WHO
MIGHT STEAL.



HAS HANDWRITING
ANALYSIS BEEN
TESTED IN DOUBLE-
BLIND SCIENTIFIC
STUDIES?



YES, BUT THE
SCIENTISTS DOTTED
THEIR I'S WITH
SMILEY FACES SO I
KNOW THEY'RE
LIARS.



HANDWRITING ANALYSIS

YOUR HANDWRITING
PROVES THAT YOU'RE
A DISTURBED LONER
WHO STEALS.

WHAT?



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TAKE THIS THIEF AWAY!



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IS THIS
PART AB-
SOLUTELY
NECES-
SARY?

LIBERAL



CATBERT: EVIL H.R. DIRECTOR

THE AVERAGE PERFORMANCE EVALUATION FOR YOUR GROUP IS TOO HIGH.



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DO YOU WANT ME TO LOWER THEIR RATINGS OR THEIR ACTUAL PERFORMANCE?



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THIS IS STARTING TO AFFECT MY PERFORMANCE.

WHY? I'M NOT TOUCHING YOU.



MY POWERS OF
COMMUNICATION
WILL INSPIRE THEM
TO BE BETTER
EMPLOYEES.

GAAA!! HE'S
USING HIS POWERS
OF COMMUNICATION
AGAINST US!

MUST WORK
HARDER FOR
NO GOOD
REASON.

WE'RE
TOO
LATE!

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BY
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EACH OF US MUST
DO HIS PART TO
SAVE ENERGY.



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ZZZZZZ



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I COULD BUILD A
TINY HYDRO-
GENERATOR FOR
HIS DROOL.



I'M TIRED OF DATING
ATTRACTIVE MEN
WHO ARE DUMB AND
SELF-CENTERED.



MAYBE I CAN FIND
AN INTELLIGENT
HOMELY GUY AND
CLEAN
HIM UP.



NO!!!

DO YOU MIND IF I
WORK IN A SET
WITH THOSE FIVE-
POUNDERS?



DON'T DO
IT, AMBER!

I MADE A LIST OF
ALL THE WAYS YOU
NEED TO IMPROVE
IN ORDER TO KEEP
DATING ME.



LOSE FORTY POUNDS,
NEW WARDROBE,
NEW HAIRCUT, NEW
CAR, NEW ODOR...



BUT YOUR
DOG IS
PERFECT.
HOW'D THAT
HAPPEN?

WHEN
CAN
YOU
MOVE
IN?



WE'RE SUCH A
MISMATCH THAT I
DOUBT YOU'LL EVER
IMPROVE YOURSELF
ALL THE WAY
TO MY
LEVEL.



MAYBE I COULD MEET
YOU IN THE MIDDLE
BY GAINING THIRTY
POUNDS AND GETTING
A TERRIBLE
HAIRCUT.



... KNOCK OUT A FEW
TEETH, WEAR STAINED
CLOTHES, CHEW
TOBACCO...



I'M DATING A
BEAUTIFUL WOMAN.
DO YOU HAVE ANY
ADVICE?



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A BEAUTIFUL WOMAN
IS LIKE A HEAP OF
FRESH GARBAGE:
EXCITING, MYSTERI-
OUS AND DELIGHTFUL.



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DO YOU HAVE ANY
ADVICE THAT DOESN'T
COMPARE MY GIRL-
FRIEND TO
GARBAGE?

HOW
ABOUT
COMPOST?



DO YOU MIND IF I
TURN OFF THE LIGHTS
TO...UM...SAVE
ENERGY?

I'M
GREEN
WITH
THAT.



MMM...
SMOOCH
SMOOCH

SMOOCH
SMOOCH

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I CAME DOWN TO MEET
YOUR NEW GIRLFRIEND
BUT NOW I THINK IT'LL
BE AWKWARD.



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MY PERFORMANCE
EXCEEDS EXPECTA-
TIONS BUT MY PAY
IS BASED ON MARKET
AVERAGES.



I FIGURE SOME
UNDERACHIEVERS
ARE GETTING THE
EXTRA MONEY THAT
I EARN.



GIVE ME THEIR
NAMES SO I CAN
GO GET MY MONEY.



IT'S
WALLY.

FIRST, WE'LL LOWER
COSTS BY OFFERING
A RETIREMENT
PACKAGE THAT INDUCES
ALL THE SMART
EMPLOYEES TO
LEAVE.



THEN WE'LL REWRITE
OUR MISSION STATE-
MENT TO MAKE IT
FIT BETTER.



OUR NEW MISSION
STATEMENT IS, "IF
YOU CAN READ THIS
YOU SHOULD HAVE
RETIRED BY NOW."



I'VE AGREED TO BE
IN THE DUNKING
TANK FOR THIS
YEAR'S UNITED
CHARITY DAY.



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BONK!!



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I DON'T
LIKE LINES.



I WAS HERE
ALL NIGHT. IS
IT OKAY IF I
TAKE TOMORROW
AS A COMP DAY?



ACCORDING TO OUR
SECURITY VIDEO
YOU SLEPT ALL NIGHT
ON A PILE OF DEBRIS
IN YOUR
CUBICLE.



IS IT JUST ME
OR IS THIS CON-
VERSATION
JUMPING ALL
OVER THE PLACE?



PARTS

WE DON'T GIVE
OUT PARTS ANY-
MORE.

WE'RE TRYING TO
END THE VICIOUS
CYCLE OF REORDER-
ING.

WOULD YOU MIND
FILLING OUT A BRIEF
SURVEY OF CUSTOMER
SATISFACTION?

I'D LIKE TO MAKE
A GRADUAL SHIFT
OUT OF ENGINEERING
AND INTO SOMETHING
MORE ADMINISTRA-
TIVE.



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FOR EXAMPLE, I
COULD WRITE
REPORTS THAT TELL
OTHER PEOPLE HOW
TO DO THEIR JOBS
BETTER.



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THEN I COULD GRAD-
UALLY SHIFT OUT
OF WRITING REPORTS
AND INTO SOMETHING
MORE VEGETATIVE.





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BY

SCOTT ADAMS

ALICE, MEET OUR
NEW SALES MANAGER.

HE'S A PIGBOY
WHO MAKES
INAPPROPRIATE
COMMENTS EVERY
FIVE MINUTES.

SOMEHOW HE SLIPPED
THROUGH OUR
RIGOROUS EMPLOY-
MENT SCREENING
PROCESS.

WHOA! HIS
FIVE MINUTES
ARE UP.

SO,
ALICE...

INAPPROPRIATE
COMMENT
DELETED

THAT WAS VERY
CLEVER. NOW LET
ME TRY ONE.

INAPPROPRIATE
COMMENT
DELETED

HOW DID
YOU LEARN
TO SWEAR
LIKE THAT?

I USED TO
DATE A
ONE-EYED
CARPENTER.

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...EFFECTIVE
IMMEDIATELY.

YES!



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AH-OOGA!
WOO-HOO!



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WE CAN MAKE
THE SEVERANCE
PACKAGES LESS
GENEROUS.



PROFITS ARE DOWN.
OUR SENIOR
MANAGEMENT
BLAMES THE WEAK
ECONOMY.



SO THEY'RE SAYING
THAT PROFITS WENT
UP BECAUSE OF GREAT
MANAGEMENT AND
DOWN BECAUSE OF A
WEAK ECONOMY?



THESE MEETINGS
WILL GO FASTER IF
YOU STOP PUTTING
THINGS IN CONTEXT.



I'M PLEASED TO
REPORT THAT I
HAD NO PROBLEMS
THIS WEEK.



I ONLY HAD ISSUES,
OPPORTUNITIES,
CHALLENGES AND
VALUABLE LEARNING
EXPERIENCES.



DID
YOU
DO
ANY
WORK?

IT DIDN'T
SEEM
NECESSARY.



MY KEYBOARD IS
BROKEN. IT ONLY
TYPES ASTERISKS
FOR PASSWORDS.



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DOGBERT'S TECH SUPPORT

TRY CHANGING YOUR
PASSWORD TO FIVE
ASTERISKS.



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I HOPE
I CAN
REMEMBER
IT.



IS THERE MORE
TO LIFE THAN
JUST WORKING?



YES, THERE'S ALSO
THE COMPLAINING
ABOUT WORK, THE
NIGHTLY PERIODS OF
UNCONSCIOUSNESS
AND SWEET,
SWEET DEATH.



MAYBE I
SHOULD
HAVE
KIDS.

TO
SHARE
THE JOY?



ALICE, YOU HAVE
TO LEARN HOW TO
TAKE RISKS.



YOU MEAN LIKE
QUITTING THIS PUTRID
COMPANY AND GOING
TO WORK SOMEPLACE
BETTER?



WHY DOESN'T ANYONE
UNDERSTAND ANY-
THING I SAY?





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BY

SCOTT ADAMS



ALL OF OUR DATA
IS GROSSLY INACCU-
RATE... BUT I NEED
DATA IN ORDER TO
MANAGE.



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IF I CONCENTRATE
HARD ENOUGH I
CAN FORGET THAT THE
DATA IS BAD, THEN
I CAN USE IT.



I HAVE TO GIVE HIM
CREDIT; MANAGING
IS HARDER THAN
IT LOOKS.



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I'M BEING MOVED TO
THE MAGIC PORTAL,
CUBICLE 45750R!



EVERYONE WHO SITS
IN THE MAGIC PORTAL
GETS A BETTER JOB
WITHIN SIX MONTHS!



THERE
ISN'T A
CUBICLE
45750R,
IS THERE?

THE FIRST
ROUND OF
LAYOFFS ARE
ALWAYS THE
CRUELEST.



ED, I WANT YOU TO
CROSSTRAIN ASOK
ON THE ACCOUNTING
SYSTEM.



AND DON'T WORRY
THAT YOU'LL LOSE
RESPECT AND JOB
SECURITY IF ASOK
LEARNS YOUR WHOLE
JOB IN ONE DAY.



I DON'T THINK
"ACCOUNTS RECEIVABLE"
IS AN EXPENSE.

NO ONE HAS
COMPLAINED
YET.



YOUR ACCOUNTING
SYSTEM IS SO
DYSFUNCTIONAL
THAT THE RESULTS
ARE MEANINGLESS.



HOW IS IT
POSSIBLE
THAT NO
ONE HAS
NOTICED?

I'VE
ALWAYS
WONDERED
ABOUT
THAT.



MY PAYROLL EXPENSES
ARE ZERO AGAIN.
I'M A MANAGEMENT
GENIUS.



WE'VE NEGOTIATED
THIS CONTRACT FOR
SIX WEEKS AND
TODAY YOU DOUBLE
YOUR DELIVERY
TIME?



I CAN'T TELL IF YOU'RE
AN INCREDIBLY
DEVIOUS WEASEL OR
SIMPLY INCOMPETENT.



HERE'S
A CLUE.



POINK

HEY, WE NEGOTIATED
THIS DEAL IN ENGLISH
BUT YOUR CONTRACT
IS INCOMPREHENSIBLE
WEASELEZE!



MY ONLY CHOICES ARE
TO SIGN SOMETHING
I DON'T UNDERSTAND
OR GET MY LAWYER
INVOLVED AND MISS
MY DEADLINE!



HAI NOW
YOU'RE
GOING
TO
HECK!

ARE YOU
HASSLING
MY FRAT
BROTHER?





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BY
SCOTT ADAMS

DO YOU WANT TO
HEAR WHAT I'M
DOING AT WORK?

NOT SO
MUCH.

YOU'RE SUPPOSED TO
ACT INTERESTED
BECAUSE YOU'RE MY
MOTHER.

WELL...

I'M NOT SAYING
YOU'RE BORING;
IT'S JUST THAT
EVERYTHING YOU
TALK ABOUT IS
BORING.

THAT'S THE SAME AS
SAYING I'M BORING.

ONLY WHEN
YOU TALK.

BUT YOU CARE
ABOUT ME, RIGHT?
WHEN I HURT,
YOU HURT?

ACTUALLY, THE ELEC-
TRICAL IMPULSES
IN YOUR BRAIN DON'T
FLY ACROSS THE AIR
GAP TO MY
BRAIN.

YOU COULD BE
WRITHING IN
AGONY AND I
WOULDN'T FEEL
A THING.

OUCH.

AIR
GAP.

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THE JOB MARKET
IS GETTING WORSE
EVERY DAY!

EXCELLENT!



EMPLOYEES WILL
BE AFRAID. OUR
POWER TO ABUSE
THEM GROWS
STRONGER BY
THE MINUTE!



HA HA! STOP
DOING THE "EVIL
DANCE"! YOU'RE
KILLING ME!



HOW'S THE OL'
JOB MARKET LATELY?
IT'S PRETTY BAD,
ISN'T IT?



SO NO MATTER HOW
HARD I MAKE YOU
WORK IT'S STILL
BETTER THAN BEING
UNEMPLOYED.



WHO'S YOUR
LEADER? GO
ON, SAY IT.



DOGBERT CONSULTS

IT'S EASY TO
CREATE A
STRATEGY.



WRITE DOWN EVERY-
THING YOU DO,
PRECEDED BY THE
PHRASE, "INCREASE
OUR MARKET SHARE
BY..."



WHAT
IF WE
CHANGE
WHAT
WE DO?

CALL ME
AND I'LL
SELL YOU
SOME MORE
VALUABLE
ADVICE.



COULD YOU TURN OFF
THE MUSIC? I CAN'T
CONCENTRATE.



HOW ABOUT IF I TURN
IT DOWN TO A LEVEL
WHERE IT STILL DRIVES
YOU NUTS BUT YOU'RE
TOO SHY TO
COMPLAIN A
SECOND TIME?



THANK
YOU.

IT MIGHT
CREEP UP
OVER TIME.



ASOK, YOU'RE COMING
WITH ME TO AN
IMPORTANT MEETING
ACROSS THE BRIDGE.

IMPORTANT!

MY HARD WORK AS
AN INTERN IS
PAYING OFF. ALREADY
I AM INVITED TO AN
IMPORTANT
MEETING!

HEY, WE
GET THE
CARPOOL
LANE!

WHAT DO YOU
GUYS THINK
ABOUT MY NEW
HAIRCUT?



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IT'S A GARGANTUAN
MISTAKE THAT WILL
RUIN YOUR LIFE,
FRIGHTEN CHILDREN
AND BRUISE FRUIT.



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I'M ALL FROZE
UP! NO ONE
EVER ASKED FOR
MY OPINION
BEFORE!





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BY

SCOTT ADAMS

I'VE CREATED A SCHEMATIC OF OFFICE POLITICS IN MY COMPANY.

NICELY DONE.

LET'S SAY I WANT TO RUIN TED'S CAREER...

I COULD SAY BAD THINGS TO TINA ABOUT TED. TINA CARPOOLS WITH MING AND MING TAKES YOGA CLASSES WITH CAROL.

AND CAROL IS A SECRETARY FOR TED'S BOSS, SO TED WOULD BE HISTORY.

OF COURSE IT WOULDN'T BE ETHICAL TO TEST THE SYSTEM.

UNLESS...

...YOU USE THE PHIL-ALICE-LARRY CIRCUIT TO GET TED REHIRED.

YUP YUP.

...AND THAT'S WHY TED IS WORTHLESS.

HEY, WHERE'S PHIL TODAY?

HE QUIT.

WHY DO I LISTEN TO YOU?

BECAUSE OF A LITTLE THING I CALL CHARISMA.

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LOOK, I HAVE THREE
COMPUTERS IN THE
HOUSE. ALL THREE
SIMULTANEOUSLY LOST
E-MAIL BUT NOT WEB
FUNCTION.



THAT MEANS THE
PROBLEM IS IN YOUR
E-MAIL SERVICE.
CAN YOU GRASP THAT
CONCEPT?



OKAY, I'M RE-ENTERING
MY ACCOUNT INFORM-
ATION...HEY, GUESS
WHAT? THAT DIDN'T
WORK EITHER.



I NEED A BRILLIANT
EMPLOYEE TO BE MY
ASSISTANT MANAGER.



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THAT'S WHY I
CAME TO YOU.



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THAT'S
THE
FIRST
NICE
THING...



YOUR JOB
IS TO
CLONE ME.



OUR POINTY-HAIRED
BOSS ASKED ME TO
CLONE HIM.



WHAT IF HIS
CLONE HAS NO
SOUL?



IF?

IF?



YES, THE TECHNOLOGY
TO CLONE YOU EXISTS,
BUT IT'S ILLEGAL TO
CLONE HUMANS.



IF THE COPS FIND
OUT, WE CAN FRAME
MY CLONE FOR THE
CRIME.



THAT
IS SO
WRONG.



WHY? HE'D
DO THE
SAME THING
TO ME!



MY BOSS ASKED ME
TO CLONE HIM. IS
THAT ETHICAL?



YOU'LL EITHER CREATE
A SOULLESS ABOMIN-
ATION OR, IF THE
CLONE IS NORMAL,
YOU WILL HAVE SHOWN
THAT SOULS ARE
IRRELE-
VANT.



WHAT IF THE ORIGINAL
IS ALREADY A SOULLESS
ABOMINATION?

YOU CAN BORROW
MY CLONER. IT'S
IN THE
TRUCK.



CLONING THE BOSS

WILL
THIS
HURT?

I HOPE SO.

WE HEARD
IT MIGHT
HURT.

MAY I
PUSH THE
BUTTON?

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CLONING THE BOSS

THERE'S A PROBLEM
WITH YOUR CLONE.



WALLY SPILLED
SODA ON THE DNA
MODULE. YOUR
CLONE IS ONE-HALF
HORSE POSTERIOR.



AND ONE-HALF
THAT ISN'T LIKE
YOU.



I'M A CLONE
OF YOUR
BOSS?



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THE PROCEDURE DIDN'T
EXACTLY WORK. SO
YOU'RE NOT SO MUCH
A HUMAN BEING AS
YOU ARE A...



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GOD?



KNICKKNACK.



YOU'VE GOT TO
IMPLEMENT A
SIX SIGMA
PROGRAM OR ELSE
YOU'RE DOOMED.



AREN'T YOU THE
SAME CONSULTANT
WHO SOLD US THE
WORTHLESS TQM
PROGRAM A FEW
YEARS AGO?



I ASSURE YOU THAT
THIS PROGRAM HAS
A TOTALLY, TOTALLY
DIFFERENT NAME.

WHEN CAN WE
START?



SIX SIGMA CONSULTANT

EVERY COMPANY THAT
USED MY SIX SIGMA
PROGRAM INCREASED
PROFITS.



...EXCEPT FOR THE
ONES THAT WERE
IN INDUSTRY
DOWNTURNS...



...OR FLAT GROWTH
INDUSTRIES...OR
INDUSTRIES THAT
ONLY UPTURNED
A LITTLE BIT.



SIX SIGMA CONSULTANT

ALL OF YOU ARE
SELFISH AND
DIMWITTED BUT
DON'T WORRY.



I'LL TEACH YOU
A PROCESS THAT
WILL BOG YOU
DOWN IN MEETINGS
SO YOU CAN'T HURT
ANYTHING.

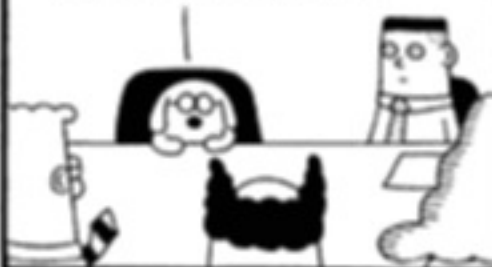


I CAN'T MOVE
MY ARMS!



SIX SIGMA CONSULTANT

THE FIRST STEP
IS TO IDENTIFY
YOUR PROBLEMS.



WE DON'T HAVE
ANY PROBLEMS.
WHAT'S THE
SECOND STEP?



MUST...
CONTROL
...FIST.

I HOPE
SOMEONE
GIVES ME
A BELT.





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OUR CEO HAS VOLUN-
TARILY SLASHED
HIS PAY FROM SIX
MILLION PER YEAR
TO FOUR.



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IN A WRITTEN
STATEMENT HE
SAID HE WANTS
TO, "SHARE THE
PAIN."



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DO
YOU
FEEL
BETTER
NOW?

I MAKE MY
OWN UNDER-
PANTS FROM
SANDWICH
BAGS.



MAYBE I SHOULD
BECOME A TEACHER
SO I CAN EDUCATE
THE LEADERS OF
TOMORROW.



MAYBE YOU SHOULD
EDUCATE THE MORONS
OF TOMORROW SO
THEY'LL STOP BELIEV-
ING THE LEADERS OF
TOMORROW.



MAYBE I'LL JUST EAT
THIS DONUT AND GO
TO WORK.

DO YOU HAVE ANY
MORE DREAMS I
CAN CRUSH?



CATBERT: EVIL HR DIRECTOR

CONTRACTORS ARE NOT
ALLOWED TO BREATHE
COMPANY AIR, CARL.



THIS AIR IS FOR
EMPLOYEES ONLY.
YOU NEED TO SUPPLY
YOUR OWN
AIR.



MMB
BMF
RMN
HMR!

DOES ANYONE
UNDERSTAND
CARL?

HEY! HE'S
USING OUR
LIGHT!



CARL, YOU'RE ONLY
A CONTRACTOR.
YOU HAVE TO STOP
USING COMPANY
RESOURCES.



MMN
NPH
HBM
MRM!



YES, I KNOW
YOU BRING
YOUR OWN
AIR, BUT YOU
STILL USE OUR
GRAVITY.



FBM
GMP
RKRI!



IF IT'S NOT
TOO MUCH TO
ASK, COULD
YOU HOVER?



ANNE L. RETENTIVE

ANNE, I'M GOING
TO TASK YOU WITH
A DELIVERABLE.



GAAA!! TASK IS
NOT A VERB!!
MY WORLD IS
FALLING
APART!



TOMORROW I'LL
ASK HER TO
TIMELINE HER
PROJECT.



I HAVE DISCOVERED
THE CAUSE OF OUR
NETWORK OUTAGES.



SOME IDIOT IS
USING OUR NETWORK
ROOM FOR MEETINGS
AND UNPLUGGING
THE SERVER BECAUSE
IT'S TOO NOISY.



A SERVER IS LIKE
A WAITRESS,
RIGHT?

YEAH, A
NOISY
ONE.





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BY
SCOTT ADAMS

CAROL, IF ANYONE
CALLS, SAY I'M
IN A MEETING.

WHAT
MEETING?

IT DOESN'T
MATTER.

RRRING

BOOP
VAGUE
INSTRUCTIONS.

HE'S AT HIS
WEEKLY MEETING
OF "MORONS
ANONYMOUS."

IT'S A LONG MEETING.
THEY USUALLY GET
INTO AN ARGUMENT
ABOUT THE DEFINI-
TION OF "ANONYMOUS."

HALF OF THEM THINK
IT MEANS "ANGRY."
THEN SOMEONE THROWS
A CHAIR AND IT'S
PANDEMONIUM.

THE WHOLE THING
USUALLY ENDS WITH
A SHOE-SNIFFING
CONTEST.

YOUR
MOM
CALLED.

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I'D BE A GOOD
STOCK MARKET
EXPERT.



I'D BUY STOCKS AND
THEN GO ON TV
AND RECOMMEND
THEM SO
THEY GO
UP.



WHAT ABOUT THE
FUNDAMENTALS?

IT DOESN'T
GET MORE
FUNDAMENTAL
THAN THAT!



STOCK MARKET EXPERT

CLIP THIS MICRO-
PHONE TO YOUR FUR.
WE'RE LIVE IN TWO.



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MAKE SURE MY TAIL
IS OFF CAMERA. I'LL
BE RECOMMENDING
STOCKS I OWN AND
THAT SORT OF
THING MAKES
ME WAG.



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SOMEDAY I
GOTTA GET
HONEST WORK.



STOCK MARKET EXPERT

...EVERYONE SHOULD
BUY STOCK IN THAT
COMPANY. SELL YOUR
HOUSE IF NECESSARY.



SHOULD WE WORRY
THAT THE P/E IS 900.
YOUR TRACK RECORD
IS TERRIBLE AND
YOU ONLY RECOMMEND
STOCKS YOU
OWN?

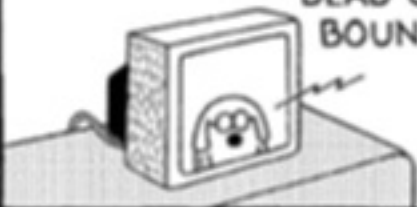


WELL, RON, AS YOU
CAN SEE FROM THE
ONE-WEEK CHART,
THIS STOCK ONLY
GOES UP.



STOCK MARKET EXPERT

IF YOUR CORE HOLDING
IS A FALLING KNIFE,
YOU CAN DOLLAR COST
AVERAGE THROUGH THE
DEAD CAT
BOUNCE.



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MY SECRET ECONOMIC
MODEL SAYS YOU
SHOULD CHANGE YOUR
CASH ALLOCATION FROM
12.4% TO 12.3%.



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MY NEW BOOK IS, "IF
YOU AREN'T CHURNING,
YOU AREN'T LEARNING."



WE NEED TO HAVE
AN ALL-COMPANY
MEETING TO TALK
ABOUT THE LAYOFFS.



YOU MIGHT GET SOME
HOSTILE QUESTIONS
OWING TO THE FACT
THAT THEY FOUND
OUT ABOUT THE LAY-
OFFS BY READING
THE NEWSPAPER.

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NO, I'VE NEVER
NOTICED THAT I
LEAVE A TRAIL OF
REEKING SLIME
WHEREVER I SLITHER.



I'LL TAKE ONE MORE
QUESTION ABOUT
THE LAYOFFS...YES,
YOU IN THE BACK.



AND I'D APPRECIATE
IT IF THIS QUESTION
DIDN'T INVOLVE MY
ODOR, MY DNA, OR
ANY COMPARISONS
TO RODENTS, SNAKES
OR WEASELS.



NEVER
MIND.





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BY
SCOTT ADAMS



BAD NEWS.

E-mail: SCOTT@ADAMS1.COM



THE EMPLOYEES FIGURED OUT THAT THEY WON'T GET RAISES NEXT YEAR BECAUSE PROFITS ARE IN THE DUMPS.

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AND THEY'RE BEING RATIONAL ABOUT IT.



WE ARE FREE FROM THE TYRANNY OF HAVING TO WORK HARD FOR RAISES.

OOH-YAH!



BUT THERE'S A DELICATE BALANCE BECAUSE WE DON'T WANT TO BE DOWN-SIZED.

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I FIGURE WE CAN EITHER HAVE BAD ATTITUDES OR BAD PERFORMANCE BUT NOT BOTH.



I THINK I'LL TRY HAVING A BAD ATTITUDE.

I'M A BAD PERFORMANCE MAN MYSELF.



I JUST REALIZED THAT MY ENTIRE JOB CAN BE DONE BY GUESSING.

HEY, DIP-WEED.

ASK THE TROLLS
IN ACCOUNTING
TO EXPLAIN THIS
CHARGE.



PLEASE DON'T MAKE
ME TALK TO THE
TROLLS DURING
BUDGET SEASON!



ACCOUNTING TROLLS

I NEED AN
EXPLANATION
FOR THESE
NUMBERS.

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THIS IS BUDGET
SEASON SO I WILL
SPIT ON YOUR
DATA AND SEND
YOU AWAY.

THAT
DOESN'T
SOUND
TOO BAD.

OUR
BODIES
ARE 95%
MADE OF
SPIT.

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ACCOUNTING TROLLS

GO AHEAD, LARRY
SPIT ON HIS DATA.



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CAN I GIVE
YOU A LITTLE
TOUR OF OUR
DEPARTMENT?



TOUR OF ACCOUNTING

OVER HERE
WE HAVE OUR
RANDOM NUMBER
GENERATOR.



NINE NINE
NINE NINE
NINE NINE



ARE
YOU
SURE
THAT'S
RANDOM?

THAT'S THE
PROBLEM
WITH RAN-
DOMNESS:
YOU CAN
NEVER BE
SURE.



WERE YOU
ALWAYS
A TROLL?

NO, THIS
HAPPENED
WHEN I
CAME TO
ACCOUNT-
ING.



FIRST MY HAIR
FELL OUT. THEN
I STOPPED GOING
TO THE GYM.



YOU
HAVE
HORNS
AND A
TAIL.

WHEN I REAL-
IZED I HAD
A LOOK GOING
I JUST WENT
FOR IT.



SO, IF ALL TROLLS
WERE ONCE PEOPLE,
THAT MEANS SOME
PEOPLE ARE ALREADY
CHANGING AND
DON'T KNOW IT.



EXACTLY

THIS IS THE LIST
OF PEOPLE WE'RE
WAITING FOR.



♪ I KNOW ♪
SOMETHING
YOU DON'T
KNOW ♪



I THINK
I'M GET-
TING
PIMPLES
ON MY
HEAD.





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MY HOME PHONE
TURNS INTO A
TALKING CLOCK
AFTER MIDNIGHT.



YEAH, I DIDN'T
BELIEVE IT EITHER
UNTIL WALLY
TAUGHT ME HOW
TO USE IT.



IT'S 3:14 IN
THE MORNING
YOU #*!*&!
IDIOT!



THEN I NOTICED
THAT THE CIRCUIT
DESIGN LOOKED LIKE
A BUG. I WAS GOING
TO MENTION IT
BUT THEN I
DIDN'T.



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I'M
PSYCHIC!



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UNLESS YOU'RE
SAYING OUT LOUD
EVERY THOUGHT THAT
CROSSES YOUR MIND.



IT'S CALLED
CONVER-
SATION.

ASOK, I WANT YOU
TO WORK FOR THE
EVIL DIRECTOR OF
HUMAN RESOURCES
UNTIL HIS ASSISTANT
RECOVERS.



FROM WHAT IS HE
RECOVERING? IS
IT A COLD OR
PERHAPS A FLU?



HE SAW SO MUCH
EVIL THAT HIS
SOUL DISSOLVED
AND HE BECAME
A WINGED
DEMON.



CATBERT: EVIL H.R. DIRECTOR

WE'RE ALMOST
OUT OF KITTY
LITTER.



GATHER ALL THE
RÉSUMÉS WE GOT
THIS WEEK AND
RUN THEM THROUGH
THE SHREDDER.



SHOULDN'T WE BE
MATCHING THESE
WITH OUR OPENINGS?

THAT'S WHAT
WE'RE DOING.



ASOK WORKS IN H.R.

ASOK, I WANT YOU
TO HANDLE ALL THE
HARASSMENT
COMPLAINTS.



AND AS I LEFT
THE ROOM I COULD
FEEL ALICE'S EYES
CHECKING OUT MY
CABOOSE.



SO... YOU HAVE
PSYCHIC POWERS?

MY EYES ARE
UP HERE,
PAL.



ASOK WORKS IN H.R.

IF WE ELIMINATE
VACATION DAYS AND
INCREASE SICK
DAYS...



WOULD THE EMPLOYEES
FALL FOR OUR TRAP
AND MAKE THEMSELVES
SICK TO GET DAYS OFF?



YOU'RE IN H.R.
NOW. IT'S OKAY
TO BE EVIL.





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WE SHOULD ADD
THIS FEATURE TO
OUR PRODUCT TO
MAKE IT MORE
USEFUL.



ARE YOU TELLING
ME THAT NOT **ONE**
PERSON ON EARTH
WILL USE OUR PRODUCT
WITHOUT THAT
FEATURE?!!



YOU CHANGED WHAT
I SAID INTO A
BIZARRE ABSOLUTE.

OH, I CHANGE
EVERYTHING
YOU SAY?!



I SIGNED UP
FOR A YOGA
CLASS.

THEY SAY IT
WILL HELP ME
ACHIEVE HARMONY
AND BALANCE.

FAILING AT
THAT, I PLAN
TO STARE AT
STRETCHY
WOMEN.

I'VE LOST TWO
POUNDS SINCE
I SIGNED UP
FOR YOGA
CLASS.



AND I
NEVER
GET
SICK
ANYMORE.

YOU
HAVEN'T
HAD A
CLASS YET.



MAYBE I'M
SOME SORT
OF YOGA
PRODIGY.



WALLY LOOKS
DIFFERENT.



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HE CHANGED
WHEN HE
STARTED
YOGA
CLASSES.



ALL I'M SAYING IS
THAT IT MIGHT NOT
BE A "YOGA" CLASS.

SUSPICIOUS
YOU ARE.



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WE'RE GOING TO
HAVE A "TOWN
HALL" MEETING
TO IMPROVE
COMMUNICATION.



BUT IT'S NOT IN AN
ACTUAL TOWN HALL.
AND I'LL HAVE QUES-
TIONS IN ADVANCE,
SO IT'S NOT A
MEETING
PER
SE.



WHO DO
WE GIVE
OUR
QUESTIONS
TO?

I THINK
YOU'LL
FIND
THAT IT
DOESN'T
MATTER.



ASOK, YOU ARE THE
WINNER OF A
PRESTIGIOUS AWARD
FOR ATTENDANCE.



MY NAME IS
MISSPELLED...

AS AN
OBSCENITY.



TYPO



TYPO?
YOU
ADDED
FOUR
LETTERS!!





DILBERT[®]



BY

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TED, I HAVE TO
DOWNSIZE YOU.

WAS I
DOING
A BAD
JOB?

NO, IT'S MORE
COMPLICATED
THAN THAT.

IS MY ESSENTIAL
FUNCTION BEING
ELIMINATED?

NO, THE PROBLEM
IS THAT SOMEONE
IN MARKETING
SPENT TOO MUCH
FOR A TRADE SHOW
BOOTH.

SO EVERY MANAGER
HAD TO SUBMIT A
LIST OF POTENTIAL
COST REDUCTIONS.

I MIGHT HAVE
ACCIDENTALLY
SENT THE DEPART-
MENT PHONE LIST
AS AN E-MAIL
ATTACH-
MENT.

THERE ARE LOTS
OF WHINERS IN
"A" THROUGH "M."

WAT
\$100

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OUR CEO'S GOAL IS
TO IMPROVE OUR REV-
ENUE PER EMPLOYEE.
SO I'M GOING TO FIRE
YOU AND BRING YOU
BACK AS A
CONTRACTOR.



LAST WEEK HIS GOAL
WAS TO REDUCE THE
NUMBER OF CONTRAC-
TORS. SO YOU CAN-
CELLED MY CONTRACT
AND HIRED ME
AS AN EMPLOYEE.



WELL, IT LOOKS
LIKE SOMEONE
DOESN'T LIKE
HAVING HIS
CHEESE MOVED.



YOUR PSYCHOLOGICAL
PROFILE TEST RESULTS
ARE EXCELLENT. CAN
YOU START MONDAY?



MONDAY IS FINE.
I'LL READ THE
EMPLOYEE HANDBOOK
OVER THE WEEKEND.
THANK YOU
VERY MUCH.



THE "GENTLE
BIKER" LOOK IS
OVERDONE. I'M
GOING FOR "PSYCHO
HILL BILLY."



GAAA!!

HI. IT'S A
PLEASURE
TO MEET
YOU.

YOU LOOK
LIKE A
PSYCHO
HILL-
BILLY.

THANK
YOU VERY
MUCH.

WE NETWORK DESIGN
ENGINEERS LIKE TO
DRESS WITH A THEME.

MAY I CALL
YOU CRAZY
OLD COOT?

I USED TO BE PREPPY.
THEN I WAS A
DANGEROUS-LOOKING
BIKER WITH A HEART
OF GOLD.



I CALL MY CURRENT
LOOK THE "PSYCHO
HILL BILLY."

WHAT'S YOUR THEME?



THIS
ISN'T A
THEME.

OH...SORRY,
MAN, I HAD
NO WAY OF
KNOWING.



I PLAN TO USE MY
RAISE TO MOVE
FROM MY HOME IN
THE HANDICAPPED STALL
TO A STORAGE FACILITY.



IF YOU ARE TRYING
TO THINK OF A
HOUSEWARMING
GIFT, I WOULDN'T
SAY NO TO A FLASH-
LIGHT.



IF YOU NEED
HELP MOVING,
DON'T HESITATE
TO CALL ALICE.



YOU ARE
TOO
KIND.

MAY I HAVE A
DAY OFF TO
MOVE MY HOME?



ONE
HOUR.

WHAT?
WHY
ONLY
ONE
HOUR?



I LIKE TO
NEGOTIATE.



I GUESS
I CAN TRY
DOING IT
IN ONE
HOUR.



AND YOU
CAN'T USE
A VEHICLE.





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BY
SCOTT ADAMS

TINA, YOU DIDN'T
USE THE APPROVED
CORPORATE FONT.

OUR CORPORATE
COMMUNICATIONS
DEPARTMENT SAYS
WE HAVE TO USE THE
DANVILLE FONT.

NO PROBLEM. I'LL
BUY THE DANVILLE
FONT SOFTWARE
TODAY.

THERE'S A
BUDGET
FREEZE ON
SOFTWARE
PURCHASES.

SO... THE DANVILLE
FONT IS BOTH
MANDATORY AND
PROHIBITED?

REMIND ME TO
DING YOU FOR
NEGATIVITY ON
YOUR NEXT
EVALUATION.

I THINK I'LL DO
SOME BINGE EATING
AND NON-STOP
SOBBING AT MY
CUBICLE
NOW.

UNLESS THAT'S
PROHIBITED
TOO.

NO EATING
IN CUBICLES.

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DILBERT, YOU'RE
GOING TO ELBONIA
TO SHUT DOWN OUR
ELBONIAN MUD
DELIVERY BUSINESS.



MEANWHILE I'LL TELL
OUR STOCKHOLDERS
THAT WE EXPECT THE
MUD DELIVERY
BUSINESS TO MAKE
HUGE
PROFITS.



UM... IS
THIS
ILLEGAL?



THERE'S
NO LAW
AGAINST
OPTIMISM!
I CHECKED.



I'M SUPPOSED TO SHUT
DOWN OUR ELBONIAN
MUD DELIVERY
BUSINESS.



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BUT I'M A HIGHLY
TRAINED ENGINEER
SO I WILL ANALYZE
THEIR BUSINESS
MODEL AND FIX IT.



THEY
DELIVER
MUD TO
PEOPLE
WHO LIVE
IN MUD.



YOU
HAVE MY
ATTENTION.



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IN ELBONIA

CAN ANYONE TELL ME
WHY YOUR MUD
DELIVERY BUSINESS
IS FAILING? ANYONE?



IS IT BECAUSE OF
THE GENERAL
ECONOMIC SLOW-
DOWN?

DOT-COM
MELTDOWN?



AND MAYBE
BECAUSE YOU
SELL MUD
TO PEOPLE
WHO LIVE
IN MUD?

WHAT IF
WE CALL IT
FUDGE?

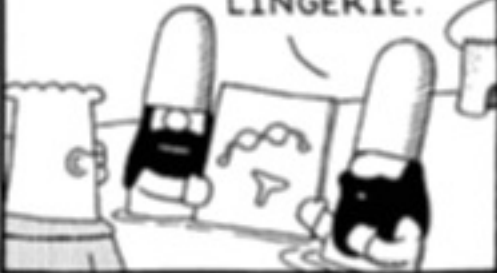


IN ELBONIA

OUR BUSINESS PLAN
WAS TO SELL MUD TO
PEOPLE WHO LIVE IN
MUD.



LATER WE SHREWDLY
EXPANDED OUR OFFER-
INGS TO INCLUDE
PET GROOMING AND
LINGERIE.



FRANKLY, I BLAME
OUR AD AGENCY FOR
WHAT HAPPENED NEXT.



IN ELBONIA

WE MANUFACTURE OUR
MUD USING BOTTLED
WATER AND BAGS OF
FERTILE SOIL.



THERE'S A HUGE
DEMAND IN MY
COUNTRY FOR
BOTTLED WATER
AND BAGS OF SOIL.

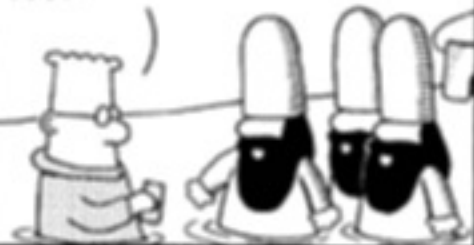


IS ANYONE SELLING
BOTTLED AIR TO YOU
MORONS YET?



IN ELBONIA

I'M AUTHORIZED TO
GIVE EACH OF YOU ONE
DOLLAR OF SEVERANCE
PAY.



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WE'RE
RICH!!!



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HOW
MUCH
WERE WE
PAYING
YOU?

NOTHING. WE
WERE ENTIRE-
LY MOTIVATED
BY SLOGANS.





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I'M HAPPY TO ANNOUNCE THAT WE'RE BEING ACQUIRED BY A FOREIGN COMPANY.



DON'T WORRY THAT THEY'LL DOMINATE US. THIS WILL BE A MERGER OF EQUALS.



EXCEPT THAT THEY MAKE MONEY AND WE DON'T.



AND THEIR CEO WILL LEAD THE COMBINED COMPANY.



AND EVERY ONE OF THEM IS A GIANT.



AND THEY'VE DEVELOPED THEIR LATENT PSYCHIC ABILITIES SO THEY CAN CAUSE PAIN FROM A DISTANCE.



GAAA!! I'M SORRY I SAID TOO MUCH! YOU ARE MY MASTER!!



ARE YOU WORRIED?

NAH. IF THEY READ MY MIND, THEY'LL ALL GO BLIND.



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I'M GOING TO START
AN AIRLINE THAT
HAS NO
PLANES.



I'LL TAKE PEOPLE'S
MONEY AND MAKE
THEM SIT IN A
CROWDED ROOM WHILE
EX-CONS STEAL
FROM THEIR
LUGGAGE.



WHAT HAPPENS WHEN
YOUR CUSTOMERS
REALIZE YOU
HAVE NO AIR-
PLANES?

I CALL
THAT
"MECHANICAL
DIFFICULTIES."



DOGBERT AIRLINES

I'VE BEEN WAITING
FOR 35 HOURS. ARE
YOU SURE MY FLIGHT
EXISTS?



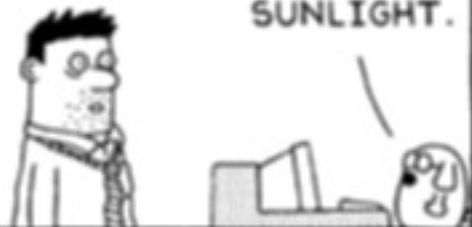
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ACCORDING TO MY
COMPUTER YOUR
FLIGHT IS DELAYED
BY WEATHER.



WHAT
KIND OF
WEATHER?

OUR
PLANES
CAN'T
HANDLE
DIRECT
SUNLIGHT.



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DOGBERT AIRLINES

ATTENTION TRAVEL-
ERS! OUR HUB AT
THE SOUTH POLE IS
EXPERIENCING
PERMAFROST.



PLEASE FORM A
PRIMITIVE SOCIETY
AND LIVE IN THE
TERMINAL FOREVER.



THE GOOD NEWS IS
THAT YOU'LL EARN
SIX "DOGBERT MILES"
THAT CAN BE USED
ON THE 35TH OF
EVERY MONTH.



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CONGRESSIONAL HEARINGS

YOUR AIRLINE IS
ACCUSED OF PROVIDING
INHUMANE SERVICE.
HOW DO YOU RESPOND?



SOMETIMES I WAG
AND SOMETIMES I
HOLD UP MY PAW
AND SAY, "BAHI"



YOU'RE NOT ALLOWED
TO SAY BAH. TAKE
IT BACK.



OKAY, LET ME
THINK ALOUD
FOR A MINUTE.



THE COST WILL BE
\$3,000...LOSING
FOCUS...MONKEYS
ARE FUNNY...MY
TONGUE IS DIGESTING
IN MY MOUTH.



THAT DIDN'T
HELP AS MUCH
AS I HAD
HOPED.



I'M FIRED?!
NOW I CAN'T
PAY MY RENT!

WOULD IT BE OKAY
IF I LIVED HERE
IN MY CUBICLE?

I DON'T
SEE WHY
NOT.

CAN I HAVE FIRES
AND BECOME A
CANNIBAL?

WELL, I MIGHT
REGRET
THIS
LATER...



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BY

SCOTT ADAMS

WHEN SHOULD WE DO THE LAYOFFS?



EXPERTS SAY THAT FRIDAY IS THE CRUELEST DAY OF THE WEEK TO FIRE PEOPLE.



SO LET'S DO IT FRIDAY.



FRIDAY IS OUR EMPLOYEE APPRECIATION DAY.



AH-AH
AH-WOOO!!!



WHAT WAS THAT?



YOU DON'T WANT TO KNOW.



CONGRATULATIONS ON BEING NAMED EMPLOYEE OF THE MONTH.



NOW... YOU KNOW HOW SOME MONTHS ARE SHORTER THAN OTHERS?



AH-AH
WOOO!!!

MY ACCOMPLISHMENTS
FOR THE WEEK INCLUDE
SCHEDULING A MEETING.



BUT SOME PEOPLE
WERE USING THE
CONFERENCE ROOM
SO WE MILLED AROUND
FOR A WHILE AND
GAVE UP.



YOU
COULD
HAVE
USED
ANOTHER
ROOM.

WHAT PART
OF "GAVE UP"
IS CONFUS-
ING YOU?



CAROL, RESERVE THE
CONFERENCE ROOM
EVERY DAY FOR THE
NEXT YEAR IN CASE
I NEED IT.



YOU'RE TOO LATE.
SOME OTHER SOCIO-
PATH HAD THE SAME
IDEA AND BEAT
YOU TO IT.



I HATE BEING
THE SLOWEST
SOCIOPATH.



I CAN TEACH
YOU TO MANAGE
YOUR TIME MORE
EFFICIENTLY.



PUT ALL OF YOUR
HIGH PRIORITIES
ON ONE LIST AND
YOUR LOW
PRIORITIES
ON ANOTHER.



THEN DO EVERYTHING
ON BOTH LISTS EVEN
IF IT KILLS YOU.
OTHERWISE YOU'RE
A FREAKIN'
LOSER.



THANK YOU, BUT I
CAN ONLY ACCEPT
GIFTS UNDER \$25.
HOW MUCH IS THIS?



WELL,
THANKS
ANY-
WAY.

RULES
ARE
RULES.



YOU'RE VERY NICE
FOR A SALESPERSON.
BUT HOW MUCH IS
THIS WORTH?



THE GREAT THING
ABOUT FREE SPEECH
IS THAT I CAN
CRITICIZE THE
GOVERN-
MENT.

I'D FIRE
YOU.



I MEAN
OUTSIDE
OF WORK.

I'D FIRE
YOU FOR
THAT
TOO.



MAY I
EXPRESS
ENJOY-
MENT
OF MY
PASTRY?

SURE.
IT'S A
FREE
COUNTRY.



YOU NEED TO
HIRE PEOPLE
WHO WON'T
BE A THREAT
TO YOU.

THE DOGBERT RECRUIT-
MENT AGENCY SPECIAL-
IZES IN THE PLACEMENT
OF CLUELESS
PEOPLE WITH
BAD HAIR.

I DON'T KNOW...
THEY STILL LOOK
THREATENING.

PERHAPS I CAN
INTEREST YOU
IN OUR CADAVER
PROGRAM.



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I CALL IT THE
TEAMWORK
FOOTBALL.

EACH OF YOU WILL
CARRY THE BALL
WITH YOU FOR ONE
DAY TO SYMBOLIZE
YOUR COMMITMENT
TO TEAMWORK.

WHO WANTS
TO BE FIRST?

NOT ME. I HAVE
A MEETING WITH
CUSTOMERS TODAY.

I'M ON VACATION.
I ONLY CAME IN
FOR COFFEE.

NOT IN A
TRILLION
YEARS.

MAYBE YOU COULD
KEEP IT IN YOUR DESK
DRAWER TO SYMBOL-
IZE OUR COMMITMENT
TO TEAMWORK.

I SHOULD HAVE
USED A GOLF BALL.

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WE'VE HIRED THE
WORLD'S MOST
INNOVATIVE DESIGN
FIRM.



WE'LL OBSERVE
THEIR SUCCESSFUL
METHODS AND
STEAL THEM FOR
OUR OWN. HEH
HEH HEH.



MAYBE THEIR SECRET
IS HIRING SMART
PEOPLE.

I'M HOPING
IT INVOLVES
EASELS.



CREATIVITY EXERCISE

TEAM ONE MADE
A DEVICE THAT
CONVERTS AIR
TO ELECTRICITY.



TEAM TWO USED
THEIR HOUR TO
CREATE A MISSILE
DEFENSE LASER.



TEAM THREE, DO
YOU NEED
MORE
TIME?



IT'S A
SCISSORS
HOLDER!

EVERYONE GRAB AN
ODD-SHAPED PIECE
OF FOAM AND SIT
DOWN.



WE'LL CONTINUE THE
DESIGN PROCESS BY
POINTING TO THESE
BRAINSTORM NOTES
AND MAKING INSIGHT-
FUL OBSERVATIONS.



THE
NOTES
ARE ALL
YELLOW.

SWEET
JEEPERS!!!
YOU'RE ALL
ENGINEERS!



CREATIVE DESIGN

EACH TEAM HAS ONE HOUR TO DESIGN AND BUILD A MOCK-UP USING THESE COMMON MATERIALS.



QUESTION: DOESN'T THIS SORT OF EXERCISE USUALLY GET DOMINATED BY THE WORST TEAM MEMBER?



DON'T WORRY. WE CAN JUST IGNORE ALICE'S SUGGESTIONS.



OUR COPIER IS
BROKEN. MAY I
USE YOURS?

ONLY IF YOU
USE YOUR OWN
PAPER.

I JUST NEED ONE
COPY AND MY
OFFICE IS ABOUT
A MILE AWAY.

DON'T
MAKE ME
UNLEASH
THE HOUND.

THAT'S A
HOUND?

TECHNICALLY
HE'S A WEB
DESIGNER
IN A TIGHT
LABOR
MARKET.

WHO CALLED
THIS MEETING?

WE THOUGHT
YOU DID.



I THINK WE SHOULD
DISCUSS ISSUES AND
ASSIGN TASKS SO
IT'S NOT A COMPLETE
WASTE OF TIME.



MAYBE MEETINGS HAVE
BECOME A LIFEFORM
CAPABLE OF CALLING
THEMSELVES AND THUS
REPRODUCING VIA
HUMAN HOSTS.





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BY
SCOTT ADAMS

IS IT OKAY IF
I WORK FROM
HOME ONE DAY
A WEEK?



HOW WOULD
I KNOW YOU
WERE WORKING?



HOW DO YOU KNOW
I'M WORKING WHEN
I'M HERE?



WHEN YOU'RE HERE I
KNOW YOU'RE UNHAPPY
AND THAT'S THE SAME
THING AS WORK.



WHAT IF I INVENT A
HIDEOUSLY UNCOM-
FORTABLE HAT TO
WEAR WHEN I'M
WORKING AT HOME?



WELL... THAT
MIGHT BE
OKAY.



BUT IT HAS TO
BE EXTREMELY
UNCOMFORTABLE
OR ELSE IT ISN'T
WORK.



HEE HEE! THE JOKE'S
ON HIM - IT ISN'T
THAT UNCOMFORTABLE.



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I'M SIGNING UP
VOLUNTEERS TO SERVE
FOOD TO THE HOME-
LESS ON CHRISTMAS
DAY.



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HOW DO YOU KNOW
IN ADVANCE THAT
THEY'LL BE EXTRA
HUNGRY ON THAT
ONE DAY?



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OUR P.R. FIRM MAKES
SURE THEY DON'T GET
FED FOR TWO DAYS
BEFORE THE NEWS
CREWS ARRIVE.



ACCORDING TO THIS
SURVEY THE COMPEN-
SATION HERE IS
"COMPETITIVE."



COMPETITIVE MEANS
NOT THE HIGHEST. SO
WE COULD GET PAID
MORE IF WE WORKED
AT ANOTHER COMPANY?



SHOULD WE CONTINUE
WORKING AS HARD
AS WE CAN OR SHOULD
WE BACK OFF TO A MORE
COMPETITIVE LEVEL?



WALLY, YOU HAVE
FAILED TO ACHIEVE
ANY OF YOUR
WRITTEN OBJECTIVES.



BUT BY PURE CHANCE
YOU ACHIEVED ALL
OF MY HIDDEN
OBJECTIVES.



HERE'S ANOTHER
PROJECT I NEED
SMOTHERED WITH
DEFECTIVENESS.

I'M ALL
OVER
IT.



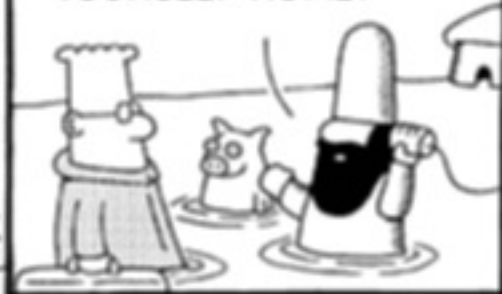
I WANT TO MOVE
YOU TO ANOTHER
CUBICLE BUT MY
OFFICE MOVING
BUDGET IS SHOT.



SO I'M GOING TO
TRANSFER YOU TO
ELBONIA AND THEN
BACK SO I CAN USE
THE RELOCATION
BUDGET.



HE SAYS THE RELOCA-
TION BUDGET IS SHOT
BUT YOU CAN MAIL
YOURSELF HOME.



I'M STARTING A
PETITION TO END
WAR. DO YOU
WANT IN ON
THIS?



WHO ARE YOU
GOING TO GIVE
IT TO?

SAY
WHAT?



I WAS
HOPING
TO SELL
IT.

I'LL SIGN
IT FOR A
DOLLAR.



BOB, I HOLD IN MY
HANDS THE MOST
IMPORTANT DOCUMENT
EVER CREATED.



IT'S A SIGNED
PETITION TO END
WAR. I EXPECT TO
WIN THE NOBEL
PEACE PRIZE
FOR THIS.



MAY I
HAVE
A SIP
OF THAT?

TRADE
YA.





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BY
SCOTT ADAMS

ALICE, YOU NEED TO
USE YOUR VACATION
TIME BEFORE THE
END OF THE YEAR.

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I DON'T HAVE
TIME. I NEED
TO FINISH MY
PROJECT.

I'M SURE THAT A
HIGHLY TRAINED
ENGINEER LIKE
YOU CAN FIND A
SOLUTION.

WELL... I COULD
SAY I'M ON VACA-
TION AND COME
TO WORK AS USUAL.

NO. I CAN'T COUNT
IT AS VACATION
UNLESS YOU'RE NOT
IN THE BUILDING.

OKAY... I COULD
TAKE HOME MY
COMPUTER AND
WORK THERE.

NO... YOU'RE NOT
ALLOWED TO ACCESS
OUR NETWORK
REMOTELY.

WELL...
WORST
VACATION
EVER.

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SOMETIMES I FEEL
GUILTY THAT I'M NOT
DOING ENOUGH TO
ENHANCE STOCKHOLDER
VALUE.



DO YOU
EVER FEEL
THAT
WAY?



I'LL TAKE
THAT AS
A NO.



DUDE, WHY HAVEN'T
YOU ANSWERED MY
E-MAIL?



YOUR MESSAGE WAS SO
POORLY WRITTEN
THAT I DIDN'T UNDER-
STAND IT AND I DIDN'T
DARE TO START
A DIALOGUE.



MAYBE I SHOULD
HAVE A TALK WITH
YOUR
BOSS.

MAYBE YOU
SHOULD
E-MAIL HIM.



I NEED YOUR
APPROVAL FOR THIS
EXPENSE. THE EQUIP-
MENT IS ALREADY
HERE AND
INSTALLED.



I LEFT OUT THE DE-
SCRIPTION BECAUSE
YOU WOULDN'T UNDER-
STAND IT
ANYWAY.



THERE'S A FINE
LINE BETWEEN
MANAGING AND
BEING TOTALLY
USELESS.



LUCKILY IT
LOOKS THE
SAME.



DOGBERT CONSULTS

IF YOU GIVE
A MAN A FISH
HE WILL EAT
FOR A DAY.



BUT IF YOU TEACH
A MAN TO FISH
HE WILL BUY AN
UGLY HAT.



AND IF YOU TALK
ABOUT FISH TO
A STARVING MAN
THEN YOU'RE A
CONSULTANT.



ALICE, I JUST
SENT YOU AN
E-MAIL.



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HERE'S A COPY
OF MY MESSAGE
BUT I'LL JUST TELL
YOU WHAT IT SAYS.



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IT SAYS I SENT
YOU A VOICE MAIL
TELLING YOU TO
LOOK FOR A FAX
THAT SAYS I WANT
TO TALK TO YOU.



ALICE, ALL OF YOUR
HARD WORK — THE
NIGHTS AND THE
WEEKENDS — ARE
FINALLY PAYING OFF.



WE INCREASED OUR
FIVE-YEAR FORECAST
OF DEMAND BY
TEN PERCENT!



YOU CHANGED A
WILD GUESS BY
TEN PERCENT?

THANKS TO
YOU!





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BY

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DILBERT, TAKE CARE OF THIS. IT'S URGENT.

I CAN'T READ YOUR HAND-WRITING. WHAT DOES IT SAY?

I DON'T HAVE TIME TO ANSWER YOUR QUESTIONS.

DON'T TRY TO CALL ME. I DON'T RETURN CALLS.

IF YOU COME TO MY OFFICE I'LL BE AWAY.

AND THEN, LIKE A BAD ODOR ON A WINDY DAY, THE PHANTOM MANAGER VANISHED.

I THINK IT SAYS, "FLOOG SMORT OLAK MUNTA HALJTHNORT."

WHAT DOES IT MEAN?

I THINK IT INVOLVES MONKEYS AND DUCT TAPE.

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CAROL, I WANT
YOU TO HELP ME
PUT TOGETHER A
MORALE BOOSTING
EVENT.



GREAT IDEA. AND
AFTER THAT MAYBE
I CAN DO CPR ON
A MUMMY AND
SEE IF I CAN SAVE
ITS LIFE.



DO YOU
HEAR
WHAT
I'M
SAYING?

OUR
FIRST
MEETING
WILL BE
TUESDAY.



DILBERT, I WANT
YOU TO PUT TOGETHER
THE WINNING BID
FOR THIS CONTRACT.



NO PROBLEM. I'LL
JUST READ THE
MINDS OF OUR
COMPETITORS AND
BID LOWER.



I'M PICKING UP
SOMETHING NOW...
BUT IT'S PARTLY
BLOCKED BY A
DENSE MASS.



I NEED YOUR COST
ESTIMATES FOR MY
BID PROPOSAL.

A BILLION
DOLLARS.



THAT SOUNDS HIGH
FOR ADMINISTRATIVE
OVERHEAD.

IF YOU ALREADY
KNOW THE COST,
WHY ASK ME?



YOU'LL
MAKE US
LOSE THE
BID.

I LIKE
TO THINK
OF IT AS
WINNING
LESS
WORK.



I GATHERED ALL THE
PADDED COST ESTI-
MATES FROM THE LIARS
AND SCOUNDRELS
I'M ASHAMED TO CALL
CO-WORKERS.



THAT'S OKAY. I
USUALLY IGNORE OUR
COST ESTIMATES AND
MAKE BID PROPOSALS
THAT I THINK
WILL WIN.



I GATHER INACCURATE
DATA FOR A LIVING.
LUCKILY NO ONE
USES IT.



THE WINNER OF OUR
"NAME THE REST-
ROOMS" CONTEST IS
ALICE...



...FOR HER SUGGES-
TION OF "GODDESSES"
AND "MORONS."



YOU'RE RIGHT; I
WAS THE ONLY ONE
WHO WOULD ENTER
THAT RIDICULOUS
CONTEST.



SORRY I'M
LATE.

I LEFT MY MISSION
STATEMENT PAPER-
WEIGHT IN THE SUN
AND IT SET MY
CUBICLE ON FIRE.

I TRIED TO DOUSE
IT USING MY "WE
ARE QUALITY" MUG
BUT THE HANDLE
BROKE AND I GOT
SHARDS.



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THE PROJECT GOT
OFF TO A SLOW
START.



FIRST WE HAD
THE REORGANI-
ZATION.



THEN THE MERGER.
AND THE LAYOFFS.



BUDGET FREEZE.
OFFICE RELOCATION.



NEW CEO.
NEW CONSULTANTS.
NEW STRATEGY.



EVENTUALLY THE
WHOLE INDUSTRY
CHANGED AND THE
OPPORTUNITY
EVAPORATED.



SO WE CLASSIFIED
OUR UNUSED BUDGET
AS "SAVINGS" AND
GAVE EVERYONE A
SHIRT.



YOU SAID
YOU'D SHOW
US YOUR
"BEST
PRACTICES."



WHAT
ARE YOU
IMPLY-
ING?

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YOUR PROJECT IS
CANCELLED. YOU'LL
BE DOWNSIZED IN
NINETY DAYS.



UNTIL THEN,
FEEL FREE TO
WANDER AROUND
LIKE A ZOMBIE.



I WALK AMONG
THEM BUT I AM
NOT ONE OF THEM.



HERE ARE SOME
PROJECTS TO
FINISH BEFORE
YOUR LAST DAY.



BUT...I'LL HAVE TO
INTERACT WITH
PEOPLE WHO KNOW
I'VE BEEN DOWN-
SIZED.



I'LL GET THIS INFOR-
MATION TO YOU RIGHT
AWAY. IS NINETY
DAYS SOON ENOUGH?



I'M UNEMPLOYED
AND I DRIVE AN
ELECTRIC CAR.



THESE ARE MY
ABS. I TALK TOO
MUCH ABOUT MY-
SELF AND I'M NOT
ROMANTIC.



I REALIZE IT'S A
LONG SHOT BUT DOES
ANY OF THAT TURN
YOU ON?



DO YOU THINK I
SHOULD GROW A
BEARD WHILE I'M
UNEMPLOYED?



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THAT'S A GREAT
IDEA. A BEARD
SENDS A MESSAGE
ABOUT WHO YOU
ARE.



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UM...
OKAY.



I ASSUME
YOU ALREADY
HAVE A
SHOPPING
CART AND
FILTHY RAGS.



MAYBE I'LL TAKE A
JOB AS A WAITER
UNTIL I CAN GET
A JOB AS AN
ENGINEER.



YOU'RE NOT QUAL-
IFIED TO WAIT
ON TABLES.

HOW HARD
COULD
IT BE?



THE MANAGER IS OVER
THERE SLAPPING A
DRUNK.



HI. I CAME TO APPLY
FOR A SERVER JOB.



OKAY. TELL ME
HOW YOU WOULD
HANDLE AN ABUSIVE
DRUNKEN CUSTOMER
LIKE THIS
GUY.



UM...
WITH
KIND-
NESS?

YOU MIGHT
WANT TO
SHIELD YOUR-
SELF WITH A
TABLECLOTH.





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ALICE, I'M NAMING YOU OUR COMPANY'S "ENGINEER OF THE YEAR."

YOU'LL FLY TO NEW YORK AND RECEIVE A TROPHY WITH THE WINNERS FROM OTHER COMPANIES.

I'M TOO BUSY. NAME SOMEONE ELSE.

THAT'S A CRITICAL TIME FOR MY PROJECT.

I'M FLATTERED BUT I ALREADY HAVE NO TIME FOR SLEEPING OR BATHING.

I HAVE A SICK DAY SCHEDULED FOR THAT FRIDAY.

CAROL, I NEED YOU TO GO TO NEW YORK AND PRETEND TO BE AN ENGINEER.

WHY YES. MOST OF US ARE REALLY FROM MARKETING. HOW CAN YOU TELL?

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I'LL BE YOUR SERVER
TONIGHT...WHOA,
YOU'RE BEAUTIFUL.

WOULD YOUR GRAND-
FATHER MIND IF
I ASKED YOU OUT?

MOVING RIGHT ALONG,
WOULD YOU LIKE TO
HEAR ABOUT OUR
SPECIALS?

HE'S MY
HUSBAND.

I GOT FIRED FROM
MY JOB AT THE
RESTAURANT.



EVERY TIME I CARRIED
HOT SOUP MY THUMB
WOULD SLIP IN AND
I'D SCREAM AND SPRAY
THE WHOLE DINING
ROOM.



I BLAME
THE SOUP.

STUPID
SOUP.



WE CAN HIRE
YOU BACK BUT
NOT AT YOUR
OLD JOB.



THAT'S OKAY. I'LL
DO ANYTHING BUT
SALES. I WOULD
BE THE WORST SALES-
PERSON ON EARTH.



DID I
JUST SAY
WORST
WHEN I
MEANT
BEST?



WE'LL
HAVE TO
TRAIN YOU
TO LIE
BETTER.



SALES TRAINING

A TRAINED SALES-
PERSON CAN SELL
ANYTHING TO ANYONE.



I WILL PROVE IT BY
SELLING THIS ROAD-
KILL TO ONE OF
YOU FOR A THOUSAND
DOLLARS.



UM...
HOW
WAS
YOUR
CLASS?



I GOT
A HATI!



SALES TRAINING

DON'T ACT LIKE
YOU'RE SELLING
SOMETHING.



A GOOD SALE IS LIKE
A GOOD WEDGIE: YOUR
VICTIM SHOULDN'T
SEE IT COMING.



FOR THIS NEXT
DEMONSTRATION
I NEED A VOLUNTEER
WHO CAN'T SEE WHAT'S
COMING.



SALES TRAINING

NEVER SELL TO YOUR CUSTOMER. MAKE YOUR CUSTOMER SELL TO YOU.



OUR PRODUCTS ARE ONLY FOR THOSE WHO DARE TO BE GREAT! MAKE THE CUSTOMER EXPLAIN WHY HE IS WORTHY.



WHAT DID YOU JUST CALL ME?



YOU HEARD ME, GOOBER. NOW BEG FOR OUR PRODUCT.





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I'M MOVING TO
A NEW HOUSE
NEXT WEEK.

I HAVE LOTS OF
HEAVY OBJECTS
THAT NEED TO BE
MOVED.

I WONDER WHO
WILL HELP ME.

MAYBE IT WILL
BE SOMEONE WHO
CARES ABOUT
HIS CAREER.

DID YOU KNOW THAT
PROFESSIONAL
MOVING COMPANIES
EXIST?

IT'S TRUE. YOU
GIVE THEM MONEY
AND THEY MOVE
YOUR HEAVY THINGS.

IT'S A WONDER-
FUL SYSTEM. YOU
SHOULD LOOK
INTO IT.

AND MAYBE YOU
CAN BRING YOUR
TRAILER.

IT'S A
MOBILE
HOME!

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DILBERT THE SALES GUY

I'LL TALK TO YOU
EVERY DAY TO SEE
IF YOU CHANGE
YOUR
MIND.



DON'T
TALK TO
ME EVERY
DAY.

YOU
MIGHT
CHANGE
YOUR
MIND.



DID YOU KNOW THAT
IF YOU CROSS "SALES"
WITH "TALK" YOU GET
"STALK"?



DILBERT THE SALES GUY

I WOULDN'T BUY
THIS ~~SHIT~~ WITH
YOUR MONEY.



IT'S OVERPRICED,
HARD TO USE, FULL
OF BUGS AND IT
SOLVES NO PROBLEM.



I SPIT
ON YOUR
PACK-
AGING!



UM...
MOM...



DILBERT THE SALES GUY

HERE'S MY CARD. NONE
OF THE INFORMATION
IS CORRECT.



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WHY DON'T
YOU GET
NEW ONES?

THAT
COSTS
MONEY.



YOU MUST
HAVE A LOT
OF CLOUT
IN YOUR
COMPANY.

SHUT UP
AND BUY
SOME-
THING.



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PLEASE, I BEG YOU,
TRANSFER ME BACK
TO ENGINEERING.



I'LL TAKE A PAY CUT.
NO, I'LL WORK FOR
FREE. NO, I'LL PAY
YOU.



I SHOULD MAKE ALL
OF MY ENGINEERS
WORK IN SALES FOR
A WHILE. YOU COME
BACK MORE APPRE-
CIATIVE.



HI. MY NAME IS
MICHAEL T. SUIT.
ALL MY FRIENDS
CALL ME M.T.



I ENHANCE CORE
COMPETENCIES
BY LEVERAGING
PLATFORMS.



DID WE SHAKE
YET? SOMETIMES
I CAN'T TELL.



HI, I'M M.T. SUIT.
I'M A MAN WITH-
OUT SUB-
STANCE.



I COMPENSATE BY
USING BUZZWORDS
AND ATTENDING
MEETINGS.



I LIKE
HIS
STYLE.

WE NEED
TO SELL
SOLUTIONS,
NOT
PRODUCTS!





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WALLY, I HAVE
TO DOWNSIZE
YOU AS SOON AS
YOU FINISH
YOUR PROJECT.



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I TRUST THAT YOUR
PROFESSIONALISM
WILL PREVENT YOU
FROM DELAYING
UNNECESSARILY.



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I PROMISE THAT
MY TIMELINESS
WILL BE SURPASSED
ONLY BY MY PASSION
FOR QUALITY.



I HIRED A
MAN-HATER
TO BE YOUR
SUPERVISOR.



WHY?



FRANKLY, I'M
KINDA TURNED ON
BY ANGRY WOMEN
IN PANTSUITS.



SHE'S DECISIVE.
I LIKE THAT.



MAN-HATING SUPERVISOR

I'M PUTTING ALICE
IN CHARGE OF THE
PROJECT.



AND WILLY OR
WALTER HERE CAN
DRINK COFFEE UNTIL
HE GROWS INTO A
FLY.



I CAN'T FIGURE OUT
WHY SHE'S BEING
SO NICE TO ME.



MAN-HATING SUPERVISOR

HAVE ANY OF YOU
MEN DONE ANY-
THING TO JUSTIFY
YOUR PAY?



I ATTENDED AN
ALL-DAY MEETING
BUT LATER FOUND
OUT I WAS IN
THE WRONG ONE.



ACTUALLY, YOU'RE
NOT SUPPOSED TO BE
IN THIS MEETING
EITHER.

THE DOOR
WAS OPEN.



MAN-HATING SUPERVISOR

YOU'RE FIRED FOR
BEING A MAN.



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NO ONE HAS EVER
CALLED ME A MAN
BEFORE! THIS IS
THE HAPPIEST DAY
OF MY LIFE!



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STOP
ENJOYING
LIFE!!



I'M A
MAN!



MAN-HATING SUPERVISOR

THE MEN HERE ARE
OBLIVIOUS TO MY
ABUSE. WHAT DID
YOU DO TO THEM?



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I SIPHONED OFF
THEIR SELF-RESPECT
AND KEEP IT IN
VIALS IN A STORAGE
ROOM.



THIS IS
NO FUN.
I QUIT.



DO YOU
WANT TO
YELL AT
THE VIALS
WITH ME?



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DUE TO BUDGET CONSTRAINTS, THE COMPANY WILL NO LONGER PROVIDE FREE SODA.

WHAT FREE SODA? WE NEVER HAD FREE SODA.

SURE WE DID. IT WAS IN THE REFRIGERATOR IN THE BREAK ROOM.

EVERY DAY I'D GO IN THERE AND GET A REFRESHING BEVERAGE.

THE NEXT MORNING, AS IF BY MAGIC, THE SODA WOULD BE REPLENISHED.

I BROUGHT A SODA TO WORK EVERY DAY FOR FIVE YEARS ONLY TO HAVE IT STOLEN FROM THE REFRIGERATOR EVERY TIME.

WHY DIDN'T YOU JUST DRINK THE FREE ONES?

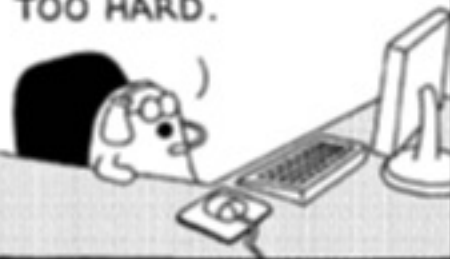
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DOGBERT TECH SUPPORT

YOUR SOFTWARE IS
WORN OUT. YOU
MUST BE TYPING
TOO HARD.



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SWITCH TO DECAF,
PAINT YOUR WALLS
PINK AND STOP
GOING TO THE GYM.



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I'VE NEVER HEARD
OF HOLISTIC TECH
SUPPORT.



MAYBE YOU
SHOULD READ
MORE.



HELLO, THIS IS
DOGBERT'S ALL-
NATURAL AND
HOLISTIC TECH
SUPPORT.



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TRY STUFFING
TREE BARK IN
THE CD DRIVE
AND MEDITATING.



NO, OF COURSE IT
WON'T DAMAGE
ANYTHING; IT'S
ALL NATURAL!



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WHAT CAN I DO
TO AVOID GETTING
COMPUTER VIRUSES?



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GIVE YOUR POWER
CORD A SPINAL
ADJUSTMENT ONCE
A WEEK TO PREVENT
DISEASE.



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I WAS SKEPTICAL
UNTIL HE SAID
THERE'S ANECDOTAL
EVIDENCE THAT
IT WORKS!



I WORKED ALL
WEEKEND TO GET
THE BUGS OUT OF
THE DATABASE.



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BUT NOW THE
DATA MAKE US
LOOK BAD. PUT
BACK THE BUGS.



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CAN YOU
TEACH
ME TO BE
APATHETIC
LIKE YOU?



ONLY IF
YOU HAVE
A STRONG
DESIRE
NOT TO
LEARN.



I JUST HAD A
GOOD MEETING.



MAYBE IT JUST
DIDN'T LAST LONG
ENOUGH TO REVEAL
THE INCOMPETENCE
OF THE ATTENDEES.



THAT'S WHAT I
CALL A GOOD
MEETING.



I'M HAVING
A BAD
MEETING.



EVIL H.R. DIRECTOR

THE BAD NEWS IS
THAT I HAD TO GET
RID OF OUR MARKET-
ING DEPARTMENT.



THE GOOD NEWS IS
THAT WE HAVE TONS
OF NONDAIRY
CREAMER!



DO YOU THINK THOSE
TWO THINGS ARE
RELATED?

IF THEY ARE,
I'M CUTTING
BACK TO FIVE
CUPS A
DAY.





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BY
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CAROL, I NEED TO
RESERVE THE GLASS-
WALLED CONFERENCE
ROOM BY THE MAIN
LOBBY.



THE "FISH BOWL"
IS ONLY AVAILABLE
TO ATTRACTIVE
EMPLOYEES. WE DON'T
WANT TO SCARE
VISITORS.



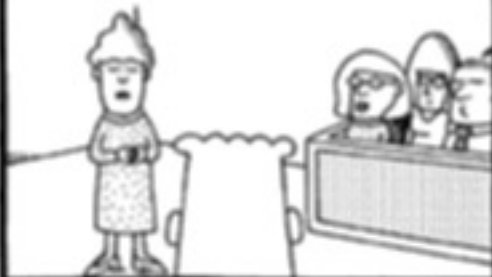
I WANT
A SECOND
OPINION.



VERY WELL.
I'LL CON-
VENE THE
TRIBUNAL
OF ADMIN
ASSISTANTS.



THE TRIBUNAL OF
ADMIN ASSISTANTS
WILL HEAR THE CASE
OF...



THE MAN WHO IS TOO
UNATTRACTIVE TO USE
THE GLASS-WALLED
CONFERENCE ROOM
VERSUS
HUMANITY.



YOU PUT THE VERDICT
IN THE NAME OF
THE CASE!



THE TRIBUNAL OF
ADMIN ASSISTANTS
HAS REACHED A
DECISION.



DILBERT IS NOT
ATTRACTIVE ENOUGH
TO USE THE GLASS-
WALLED CONFER-
ENCE ROOM NEAR
THE LOBBY.



CAN I
APPEAL?



APPARENTLY
NOT.



I'VE REDUCED OUR
DEVELOPMENT COSTS
BY OUTSOURCING
THE PROJECT.



DOES THE PROPOSAL
HAVE A HUGE HOURLY
RATE FOR ANY WORK
NOT SPECIFIED IN
THE CONTRACT?



STAY
OUT
OF
IT.

WHY
DO
YOU
ASK?



WOW! YOU FINISHED
THE PROJECT BELOW
YOUR ESTIMATE
AND ON TIME.

HOLD...
HOLD...

ALL I NEED ARE A
FEW CHANGES AT
YOUR HOURLY FEE,
WHICH WAS NEVER
SPECIFIED IN OUR
CONTRACT.

HOLD...HOLD
HOLD.

WAG!



YOUR TRIP
IS CANCELED.

WE USED UP THE
TRAVEL BUDGET
RENAMING OUR
CALL CENTERS TO
"CONTACT
CENTERS."

BUT I
NEED
THIS
TRAIN-
ING.)

ISN'T THAT
ANOTHER
WAY OF
SAYING
YOU'RE
IGNORANT?



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DILBERT, YOU HAVE
BEEN CHOSEN TO
DESIGN THE WORLD'S
SAFEST NUCLEAR
POWER PLANT.



THIS IS THE GREATEST
ASSIGNMENT THAT ANY
ENGINEER COULD HOPE
FOR. I'M FLATTERED
BY THE TRUST YOU
HAVE IN
ME.



BY "SAFE" I
MEAN "NOT
NEAR MY
HOUSE."



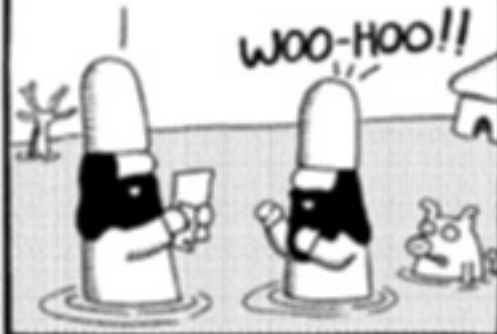
OUR ASSIGNMENT
IS TO DESIGN A
TOTALLY SAFE
NUCLEAR POWER
PLANT.



LET'S PUT IT IN
ELBONIA. THAT
SEEMS SAFE TO
ME.



OUR OFFER OF CHEER-
FUL SLAVE LABOR
PAID OFF!



NONE OF US HAS
DESIGNED A NUCLEAR
POWER PLANT BEFORE
BUT WE CAN FIGURE
IT OUT BY USING
OUR PROCESS.



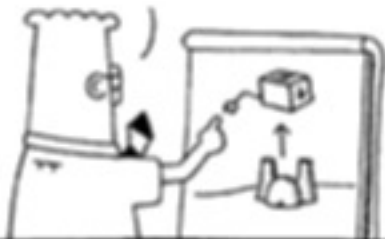
IN PHASE ONE WE
WILL GATHER
CUSTOMER REQUIRE-
MENTS.



SO... YOU WANT FREE
ELECTRICITY, WITHOUT
MUTATING, UNLESS
THE MUTATION GIVES
YOU X-RAY
VISION.



HOW DO WE GET THE
ELECTRICITY FROM
OUR NUCLEAR PLANT
IN ELBONIA TO THE
TOASTERS OVER HERE?



LET'S BRAINSTORM,
AND REMEMBER
NOT TO JUDGE ANY
IDEAS AT THIS STAGE.



I'M THINKING HUGE
BARGES AND TRAINED
PORPOISES —
LOTS OF THEM.



I BUILT A WORKING
MODEL TO TEST MY
NUCLEAR POWER
PLANT DESIGN.



HOW
BIG
WILL THE
REAL
ONE BE?



ABOUT HALF
THIS SIZE.
AND IT WILL
COST \$23 TO
BUILD.

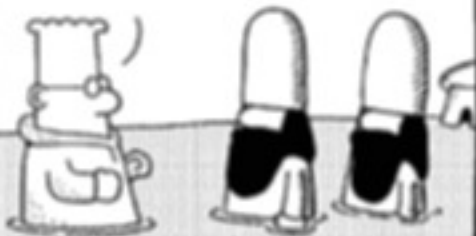


I'D GIVE YOU
AN ATTABOY
CERTIFICATE
BUT MY PRINTER
IS OUT OF PAPER.



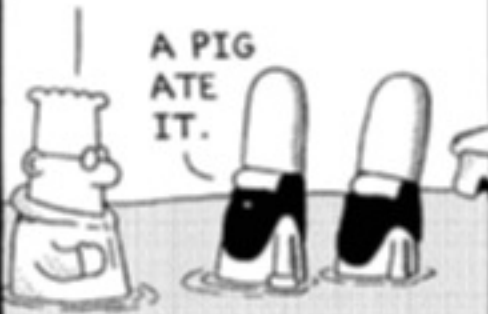
IN ELBONIA

I'M HERE TO OVERSEE
CONSTRUCTION OF THE
NUCLEAR POWER PLANT.



THE FIRST ORDER OF
BUSINESS IS SECURITY
FOR THE URANIUM.

A PIG
ATE
IT.



WHAT?! I DEMAND
TO SEE YOUR DIRECTOR
OF SECURITY!

YOU'LL HAVE TO
WAIT; THE PIG ATE
HIM
TOO.





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BY
SCOTT ADAMS

UPGRADE ALL OF
OUR NETWORK
SERVERS BY
TUESDAY.

THAT'S IMPOSSIBLE.
I NEED AT LEAST
A MONTH.

OH, IT'S
IMPOSSIBLE.
IS IT? WATCH
THIS.

I SUMMON
KRONOS, THE
GOD OF MANAGE-
MENT TIME!!

I, KRONOS, WILL
MANIPULATE YOUR
PERCEPTION OF
TIME.

I DON'T SEE HOW
THAT HELPS...

WHEN HE WAKES UP
HE WILL BELIEVE
THERE IS PLENTY OF
TIME AND THAT YOU
ARE A WEASEL.

ANY
SIDE
EFFECTS?

JUST AN
INSATIABLE
APPETITE
FOR STATUS
REPORTS.

I FOUND A COFFEE
STAIN ON MY
CARPET THAT
LOOKS LIKE A
MAN'S
FACE.



IT MIGHT BE A
MIRACLE...OR
MAYBE A SIGN OF
THE END OF TIME.



I HOPE NOT. I
ADDED COFFEE
AND GAVE HIM A
SQUIRREL BODY.



IS THIS NUMBER
ACCURATE? IT
SEEMS LOW.



WHY ARE YOU
ATTACKING
ME? STOP
ATTACKING ME!



I THINK
THE
NUMBER
IS LOW.



IT'S TOO
LATE TO
APOLOGIZE.
NOW I HATE
YOUR GUTS.



THE FIRST WEEK
AFTER GETTING AN
ASSIGNMENT IS
CALLED "THE WALLY
PERIOD."



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NEVER DO WORK
DURING THE WALLY
PERIOD BECAUSE
MOST TASKS BECOME
UNNECESSARY WITH-
IN SEVEN DAYS.



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I WANT
A PERIOD
NAMED
AFTER
ME!



WHOA,
ASOK. THAT
TAKES
MANY
YEARS OF
NON-WORK.



ASOK, I'M PUTTING
YOU ON OUR SPECIAL
SELF-MENTORING
PROGRAM.



IF YOU HAVE ANY
QUESTIONS WHAT-
SOEVER, FEEL FREE
TO TALK TO YOUR-
SELF.



I'M THE MASTER
OF NON-MONETARY
REWARDS.



I'D LIKE TO DEMON-
STRATE SOME THINGS
WE CAN'T DO.



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I DON'T
CARE
ABOUT
THINGS
YOU CAN'T
DO.



I KNOW, BUT
IT MAKES A
BETTER DEM-
ONSTRATION
THIS WAY.



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I WANT
MY LIFE
TO HAVE
MEANING!



YOU CAME
TO THE
WRONG
PLACE.



I'M IN A BAD MOOD. MAYBE I'LL FEEL BETTER IF I CRITICIZE SOME EMPLOYEES.



I'M DOING SOME RECREATIONAL CRITICIZING. WHAT DO YOU HAVE FOR ME?



E-MAIL



YOU READ E-MAIL LIKE A CHIMP!

\\

ALICE SAID SHE NEEDS TO TALK TO YOU.)





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BY

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I NEED
CAREER
ADVICE.

YOU CAME
TO THE
RIGHT
PLACE.

SHOULD I KEEP MY
COMFORTABLE JOB
THAT HAS NO
GROWTH POTENTIAL?

OR SHOULD I TAKE
A BETTER JOB WITH
LONGER HOURS AND
A HIDEOUS COMMUTE?

THE FIRST CHOICE IS
A SURE PATH TO
SELF-LOATHING
AND UNHAPPINESS.

THE SECOND CHOICE
WILL SQUEEZE THE
LIFE OUT OF YOU
LIKE A VISE ON A
PEACH.

YOU CAN'T WIN.
SO I RECOMMEND
THE CHOICE THAT
KEEPS YOU AWAY
FROM HOME MORE.

BECAUSE FRANKLY -
AND I'LL TRY TO SAY
THIS DELICATELY -
A LITTLE BIT OF YOU
GOES A LONG WAY.

THAT'S THE PROBLEM
WITH GOOD ADVICE:
NO ONE WANTS TO
HEAR IT.

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CAN ANYONE TELL
ME WHY EVERYONE
IS ALWAYS LATE
FOR MY STAFF
MEETINGS?

BECAUSE THE FIRST
TEN MINUTES ARE
ALWAYS STUPID
STUFF LIKE "WHY
ARE PEOPLE LATE?"

ALICE, THAT
WAS SOME
OF YOUR
FINEST
WORK.

THANK
YOU FOR
NOTIC-
ING.

WHAT'S OUR CURRENT
SEVERANCE PACK-
AGE?



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I TRANSFER YOU
TO A BAD JOB
AND YOU QUIT
WITHOUT GIVING
NOTICE.



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I HATE
YOUR
PACKAGE.



I HEAR
THAT
A LOT.



TINA, WE'VE
GOTTEN SOME
COMPLAINTS
ABOUT YOUR
HOSTILE
BEHAVIOR.



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AT A RECENT
MEETING YOU
CROSSED YOUR
ARMS. THAT IS
UNACCEPTABLE
BODY LANGUAGE.



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MAYBE
I WAS
COLD.



EYEBROWS!
EYEBROWS!



SOMEONE ACCUSED
ME OF HAVING
HOSTILE BODY
LANGUAGE.



I'M NOT ALLOWED
TO CROSS MY ARMS
OR STARE OR MOVE
MY EYEBROWS OR
FROWN.



HAVE
A NICE
DAY.



TOO
LATE.



CAROL, THIS
IS URGENT.

I'LL ADD IT TO
THE COMPOST
DRAWER.

I HOPE THAT
MEANS THE
SAME THING
AS "URGENT."

EVERY EMPLOYEE
WILL WEAR A
BUTTON THAT SAYS
"I'M EMPOWERED."



I DON'T
WANT TO.

YOU HAVE
TO.



THAT WAS EVERY-
THING YOU NEED
TO KNOW ABOUT
LIFE IN ONE
PACKAGE.





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YOU'RE AN IGNORANT
MAGGOT. YOU DISGUST
ME.



YOU SHOULD GET A
FACE TRANSPLANT
FROM A BABOON.

WHAT?!



I'M NOT TALKING
TO YOU. I'M USING
MY HANDS-FREE
PHONE.



OH...FOR A MINUTE
I THOUGHT...WELL,
NEVER MIND.



HA HA! YOU MIGHT
BE THE MOST
GULLIBLE MORON
IN THE GALAXY!



YOU POINTY-
HAIRCED, GRAY-
SUITED PILE OF
CRUD!!!



MOM, CAN YOU HOLD?
MY EXCELLENT BOSS
WANTS TO TALK TO
ME.



WHAT?

NO PERSONAL
PHONE CALLS
ON COMPANY
TIME!



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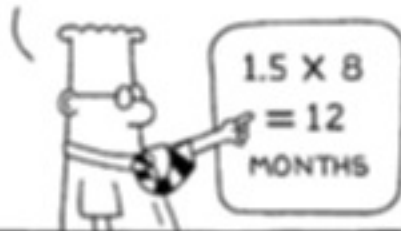
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IN A PERFECT WORLD
THE PROJECT WOULD
TAKE EIGHT MONTHS.



BUT BASED ON PAST
PROJECTS IN THIS
COMPANY, I APPLIED
A 1.5 INCOMPETENCE
MULTIPLIER.



AND THEN I APPLIED
AN L.W.F. OF 6.3.

L.W.F.?

LYING
WEASEL
FACTOR.

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I'D LIKE PERMISSION
TO HOLD DAILY
PRAYER SERVICES
IN A CONFERENCE
ROOM.



I'LL DO IT BEFORE
WORK AND OF COURSE
I'LL CLEAN UP ANY
BLOOD.



SO FAR I'M THE ONLY
MEMBER OF MY
RELIGION BUT I HAVE
AMBITIOUS PLANS
FOR BRAIN-
WASHING.



MEET YOUR NEW
CUBICLE NEIGHBOR.
HIS NAME IS
MEDICAL MEL.



MEL WILL BE MAKING
LOUD PERSONAL
PHONE CALLS ALL
DAY.



IS IT SUPPOSED TO
MAKE A SQUISHY
SOUND? LISTEN TO
THIS...



MEDICAL MEL

...THE NEEDLE WAS
FOUR FEET LONG
AND THICK AS A
PENCIL.



I TRIED TO RUN
BUT THE DOCTOR HAD
BEEN AN OLYMPIC
JAVELIN CHAMPION.



MY NEW NICKNAME
AT THE HOSPITAL
IS BOB - SHORT
FOR SHISHKABOB.



HAVE YOU COMPLETED
YOUR SKILLS INVEN-
TORY?

I'M SUBMIT-
TING IT NOW.



THEY USE THAT
INFORMATION TO
TRANSFER YOU TO
JOBS YOU DON'T
WANT.



YOU'LL BE OKAY AS
LONG AS YOU DIDN'T
CHECK ANY OF THE
BOXES IN THE
HAZMAT SECTION.



OUR NUMBERS ARE
WAY DOWN. WHAT
SHOULD WE DO?



REORGANIZE THE
DEPARTMENT SO
THERE'S NO VALID
HISTORY FOR
COMPARISON.



THEN WE'LL FIRE A
FEW PEOPLE AND
GIVE OURSELVES
AWARDS FOR SAVING
MONEY.





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BY
SCOTT ADAMS

MY OPEN DOOR
POLICY IS RUINING
MY HAPPINESS.

PEOPLE STOP BY
ALL DAY LONG
AND COMPLAIN.

HOW CAN I MAIN-
TAIN THE MORALE-
INSPIRING ILLUSION
OF AN OPEN DOOR
POLICY WITHOUT
ACTUALLY HAVING
ONE?

USE YOUR BODY
LANGUAGE TO CREATE
A PROTECTIVE BUBBLE
OF UNWELCOMENESS.

TRY THIS
STRESSED-OUT
SCOWL.

CAN I
POKE IN
MY HEAD?

SURE. HE
HAS AN
OPEN
DOOR
POLICY.

IT'S A PLEASURE
TO SEE YOU.

WE VALUE
YOUR INPUT.

STOP BY
ANY TIME.

AY-YI-
YI-YI-
YI!!
!!

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CAROL, PUT TOGETHER
A SURVEY TO FIND
OUT WHY MORALE
IS SO LOW.



SURVEY?!! YOU COULD
ASK ANY MONKEY AT
THE ZOO WHAT THE
PROBLEM IS.



DO NOT FLING
THAT. I
REPEAT...



MY THEORY IS THAT
CONSCIOUSNESS IS THE
ABILITY TO PREDICT
AND THEN OBSERVE
THE RESULTS OF
ACTIONS.



SO I THINK YOU
COULD BUILD A
COMPUTER THAT
WOULD BE FULLY
CONSCIOUS.



OBVIOUSLY YOU'D
NEED AN ARRAY OF
SENSORS TO COLLECT
THE DATA.



I'M PUTTING YOU
ON A STRICT
"NEED TO KNOW"
BASIS.



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AND STAY OUT
OF THE CRAWL
SPACE UNDER
THE HOUSE.



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AND DON'T BELIEVE
ANYTHING YOU SEE
IN THE NEWS FOR
ABOUT SIX MONTHS.



A cartoon panel showing Dilbert, a small mouse-like character with glasses, standing in a doorway. He is looking up at two large, balding men with mustaches who are standing in front of him. Dilbert is speaking to them.

WE SAW YOUR
CLASSIFIED AD
FOR A NUCLEAR
WARHEAD.

A cartoon panel showing Dilbert looking up at a large barrel. Two large men are standing next to him. One man is speaking to Dilbert.

IT'S GENUINE RUSSIAN
CRAFTSMANSHIP,
IDEAL FOR MENACING
OTHER THIRD-WORLD
COUNTRIES.

SWEET

A cartoon panel showing Dilbert holding a small object in his hands. The two large men are looking at it. One man is speaking to Dilbert.

OUR SLINGSHOT CAN
FLING THIS A HUNDRED
YARDS. IS THAT
ENOUGH?

THAT'S
PLENTY.

THE IMPOVERISHED
NATION OF ELBONIA
BECAME A NUCLEAR
POWER TODAY.



THEY PLAN TO TEST
THEIR ONE AND
ONLY WARHEAD TO
FRIGHTEN THEIR
ENEMIES IN
KNEEBONIA.



I'M NOT GOING TO
ASK HIM FOR A
MATCH. YOU ASK
HIM!



TRIE TO BE MOOR
PROPHESSIONAL IN
YOUR COMMUDI-
CASHUNS.



LET'S FORWARD IT
TO ALL OUR FRIENDS
SO THEY CAN SEE
WHAT AN IDIOT
WE WORK FOR.



HEE
HEE!

BUT
YOU'RE
MY
ONLY
FRIEND.

DON'T
FLATTER
YOURSELF.





DILBERT®



BY
SCOTT ADAMS

OUR COMPANY IS DYING... BUT NOT BECAUSE OF BAD MANAGEMENT.



IT'S BECAUSE WE'RE NOT...

CUSTOMER
CENTRIC



WELL, I FOR ONE FEEL BETTER KNOWING WE HAVE CORRECTLY IDENTIFIED THE PROBLEM.



THAT WAS A LITTLE THING I CALL PARTICIPATION; YOU SHOULD TRY IT.



NOW LET'S BREAK INTO FOUR SMALL WORKING GROUPS...



AND DEVELOP SKITS BASED ON OUR NEW FOCUS OF CUSTOMER CENTRICITY.



UM... THERE ARE ONLY FOUR OF US.
WAIT... NEVER MIND.



I'LL CALL MY SKIT "THE ELECTRICITY OF CUSTOMER CENTRICITY."



TED, YOU HAVE TEN SECONDS TO DECIDE IF YOU WANT TO BE RESTRUCTURED, REPURPOSED OR REASSIGNED.



REPURPOSED! NO, WAIT... RESTRUCTURED... NO, REASSIGNED! NO, REPURPOSED!



HOW MANY PEOPLE VOLUNTEERED TO QUIT AND DIDN'T KNOW?



TWO OUT OF THREE!

IF THE WATER COMPANY
CAN PIPE WATER TO
MY HOUSE, WHY CAN'T
THE TOOTHPASTE COM-
PANY DO THE SAME?



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THE TOOTHPASTE
FACTORY SHOULD HAVE
A PIPE TO EVERY
HOME SO YOU CAN
TURN A FAUCET...



AND DON'T EVEN GET
ME STARTED ABOUT
PUDDING.



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WE'RE THE LEAST
EXPENSIVE VENDOR
UNLESS YOUR
REQUIREMENTS
CHANGE MID-
PROJECT.



SO... I'LL GET FIRED
IF I DON'T SELECT
THE LOWEST BID, OR
I'LL BE FIRED LATER
WHEN THE BILLS FOR
CHANGE ORDERS

POUR
IN.



I PREFER
TO BE
FIRED
MID-
PROJECT.



WE OFFER
OUTPLACE-
MENT
SERVICE
WITH
EVERY
SALE.



FROM NOW ON,
EVERYTHING WE DO
MUST BE JUSTIFIED
BY R.O.I.



WHAT'S THE R.O.I.
FOR THIS NEW
POLICY ABOUT
CALCULATING
THE R.O.I.?



I SAID,
"FROM
NOW
ON."

WHAT
ABOUT
YOUR
ANSWER?
NO R.O.I.



YOU CAN TAKE 20%
PAY CUTS OR I'LL
HAVE TO DOWNSIZE
ONE OF YOU.



I KNOW YOU'RE
LIKE A FAMILY
BUT...

YES, WALLY?



TELL US MORE ABOUT
THE PAY CUT. THAT
SOUNDS PROMISING.



DORIE, SEND AN
E-MAIL: EMPLOYEES
ARE LEAVING WORK
TOO EARLY.

I WANT TO SEE MORE
CARS IN THE PARKING
LOT AFTER 6 P.M.
OTHERWISE, HEADS
WILL ROLL!

YOU
TYPE
YOUR
OWN
E-MAIL.

I CAN'T DO
THAT AND
DO THIS
MENACING
POSE AT
THE SAME
TIME.



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ALICE, YOUR PERFORMANCE THIS YEAR WAS SUPERIOR. I'M GIVING YOU A 10% RAISE.

BUT IT'S NOT EFFECTIVE RIGHT AWAY.

IT KICKS IN AS SOON AS MY BUDGET INCREASE GETS APPROVED.

WHEN WILL THAT BE?

AS SOON AS THE ECONOMY IMPROVES AND PROFITS GO UP!

BUT MY RAISE WILL BE RETROACTIVE TO TODAY, RIGHT?

NO.

YOU SHOULD BE HAPPY. SOME PEOPLE AREN'T GETTING ANY RAISES AT ALL.

MUST... CONTROL FIST... OF... DEATH.

I GOT A 14% FUTURE RAISE JUST FOR SHOWING UP.

GAAA!!!

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BUSINESS IS WAY
DOWN. YOU KNOW
WHAT YOU NEED
TO DO.



AVOID FINISHING
ANYTHING SO WE
NEVER APPEAR TO
BE SURPLUS EMPLOY-
EES?



MAYBE THIS WOULD
BE A GOOD TIME TO
ADMIT THAT YOU
WERE WRONG ABOUT
US KNOWING.



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WALLY, YOUR STATUS
REPORT IS JUST A
BUNCH OF BUZZWORDS
STRUNG TOGETHER.



I'VE BEEN GIVING
YOU THAT SAME
STATUS REPORT
EVERY WEEK FOR
ELEVEN YEARS.



FIVE YEARS AGO YOU
ADOPTED IT AS OUR
MISSION
STATEMENT.



OUR NEXT SPEAKER
WAS A FAMOUS
ATHLETE UNTIL DRUGS
AND BOOZE RUINED
HIS
LIFE.



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SHANK HEW
VELVY MUSH.



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IT'S NOT INSPIRA-
TIONAL UNTIL HE
STOPS DOING THOSE
THINGS.



TODAY IS THE THREE-YEAR ANNIVERSARY OF OUR FIRST MEETING TO DISCUSS PROJECT REQUIREMENTS.



AND WE'RE STILL DISCUSSING REQUIREMENTS. DOES ANYONE ELSE SEE A PROBLEM HERE?



WHEN YOU'RE DONE, CAN WE TALK ABOUT REQUIREMENTS?



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DOGBERT'S TECH SUPPORT

IT WORKS FINE
ON MY MACHINE.

YES, BUT THIS CALL
IS ABOUT MY PC.
MAY WE TALK ABOUT
MY PROBLEM NOW?

OKAY. YOUR PC IS
DEFECTIVE AND YOU'RE
SELFISH. THAT'S AN
ATTRACTIVE PACKAGE
YOU'VE GOT GOING
THERE.

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SAFETY TIP OF
THE DAY:



ALWAYS BEND YOUR
KNEES WHEN BANG-
ING YOUR HEAD
AGAINST A WALL.



I CAN'T REMEMBER
IF MANAGING IS
AN ART OR A
SCIENCE.





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THIS IS DOGBERT'S
TECH SUPPORT.
HOW MAY I ABUSE
YOU?

MY PRINTER
PRINTS A BLANK
PAGE AFTER
EVERY DOCUMENT.

WHY WOULD YOU
COMPLAIN ABOUT
GETTING FREE
PAPER?

FREE? ISN'T IT
JUST GIVING ME
MY OWN PAPER?

EGAD, MAN! LOOK
AT THE QUALITY OF
THE FREE PAPER
COMPARED TO YOUR
LOUSY REGULAR
PAPER!

ONLY A FOOL OR
A LIAR WOULD
SAY THEY LOOK
THE SAME!

NOW THAT YOU
MENTION IT,
IT DOES SEEM
SILKIER.

WHAT
ARE YOU
DOING?

I'M HELPING
PEOPLE
ACCEPT THE
THINGS
THEY CAN'T
CHANGE.

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GOOD NEWS, DILBERT.
I'M PROMOTING YOU
TO MORE WORK!



IT'S THE SAME PAY
AND TITLE. BUT
IT MUST BE GOOD
BECAUSE I CALLED IT
A PROMOTION AND
I'M SMILING!



STILL...
SMILING...
GOOD...
NEWS...



YOU'RE
SCARING
ME.



I WORKED
SIXTY
HOURS
LAST
WEEK.

THAT'S
NOTHING.
I WORKED
SEVENTY
HOURS.



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THAT'S
NOTHING...



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OH, WAIT... I
JUST RECOGNIZED
THE PATTERN.



SEND A COPIER
REPAIR GUY. AND
MAKE SURE HE'S
GOOD-LOOKING.



BECAUSE I LIVE IN
A BIG TIN CAN AND
I WORK IN AN EGG
CARTON. FLIRTING
IS THE ONLY JOY I
HAVE.



NOTHING'S WRONG
WITH THE COPIER
YET, BUT I FEEL A
FIERCE PAPER JAM
COMING ON.



AND I'D LIKE THE
COPIER REPAIR GUY
TO BE A TALL NON-
SMOKER WITH WELL-
DEFINED ABS.



OH, YOU'RE NOT A
DATING SERVICE, EH?
WELL IF I GIVE YOU
MONEY AND YOU
SEND ME A GUY THEN
IT'S JUST
SEMANTICS.



AND COULD YOU
SHAVE HIS BACK
AND OIL HIM UP
BEFORE YOU
SEND HIM?



I CAN'T COMPLETE
THE ONLINE SELF-
ASSESSMENT SURVEY.
IT ASKS WHERE I NEED
IMPROVEMENT AND I
DON'T NEED ANY.



THE PROGRAM WON'T
LET ME LEAVE THAT
QUESTION BLANK.



AND PEOPLE WILL
UNDERSTAND THAT
I DON'T MEAN IT?



ARE
YOU A
MAN-
AGER?

NO, I'M AN
INDIVIDUAL
CONTRIB-
UTOR.



SO, BASICALLY, YOU
HAVE THE SAME
JOB DESCRIPTION
AS AN ANT?



I'D LIKE TO SEE AN
ANT TRY TO WEAR
HUGE GLASSES LIKE
THESE!





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BY

SCOTT ADAMS

ALL THE IMPORTANT
DECISION-MAKERS
IN THE COMPANY
ARE IN THIS ROOM.

NO LITTLE PEOPLE
ARE ALLOWED BECAUSE
WE'LL BE MAKING
IMPORTANT STRATEGY
DECISIONS.

FIRST, LET'S
MAKE DECISIONS
ABOUT PROJECT
OPAL.

DOES ANYONE KNOW
WHAT THE PROJECT
IS OR WHAT WE
NEED TO DECIDE?

MY EXECUTIVE
INTUITION TELLS ME
WE SHOULD CUT THE
BUDGET BY 10%.

I THINK OPAL IS
ONE OF YOUR PROJECTS.
IT'S NAMED AFTER
YOUR DAUGHTER.

WAIT... A NEW
INTUITION IS
COMING IN NOW...
IT SAYS TO INCREASE
THE BUDGET.

WHY ARE
THOSE
MEETINGS
SECRET?

YOU
DON'T
WANT TO
KNOW.

THIS WEEKEND I
CLEANED OUT
MY TOOL SHED.



WHAT'S
THAT
FOR?

I KEEP A
RUNNING
TALLY OF
HOW MUCH
OF MY TIME
YOU WASTE.



...AND I THOUGHT
IT WAS A FROZEN
SNAKE BUT IT WAS
ACTUALLY A
SHOVEL!



THE SENTENCE FINISHER

I THINK
I SHOULD
TAKE...

MONEY
FROM
ORPHANS?



NO, I
MEAN I
NEED...

A LARGE
SACK AND
AN ALIBI?



YOU'RE FINISHING
MY SENTENCES
WITH...

UNCANNY
ACCURACY?



GAAA!



DON'T
BE
AFRAID.



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I MADE A CAMOU-
FLAGE SUIT OUT OF
CUBICLE-WALL
FABRIC. HEH, HEH.



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YOU
NEED
A MASK
TOO.



I RAN OUT
OF MATERIAL.
IT WAS A
MISTAKE TO
MAKE A TIE.



UM... YOU GAVE ME AN
ASSIGNMENT THAT
ISN'T MY JOB AND
DOESN'T NEED TO
BE DONE.



I'M TRYING TO TAKE
OVER ANOTHER DE-
PARTMENT BY DOING
THEIR WORK. LATER
I'LL SAY THEIR MAN-
AGER SHOULD REPORT
TO ME.



COULD WE AT LEAST
PRETEND MY JOB IS
USEFUL?



DON'T I
ALWAYS?



CAN YOU GET THIS
DONE IN THIRTY
DAYS?

YES,
ABSOLUTELY.

WE'LL JUST TRAVEL
FASTER THAN LIGHT
TO A BLACK HOLE
AND DISCOVER A
DOORWAY IN TIME.

THAT
SOUNDS
IFFY.

EXCUSE ME
FOR BEING
FLEXIBLE.

HOW ABOUT
ANY TUESDAY
THIS YEAR?

NO, I'M
BOOKED.

YOU HAVE THE
HIGHEST RATIO OF
UNAVAILABILITY
TO USEFULNESS I'VE
EVER
SEEN.

DOES
THAT
SOUND
LIKE AN
INSULT?

IF I COULD
DO MATH
I WOULDN'T
BE WORKING
IN HUMAN
RESOURCES.



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THE TRAINING
BUDGET GOT SLASHED.
YOU HAVE TO CANCEL
YOUR CLASS.

WE
ALREADY
PAID FOR
THE CLASS.

WE'LL
LOOK BAD
IF YOU
GO.

SO, OUR PLAN IS TO
APPEAR SMART WHILE
SECRETLY BEING
STUPID?

YOU CAN MAKE
ANYTHING
SOUND BAD.

IT'S CRITICAL THAT
YOU FINISH THIS
ENGINEERING
ANALYSIS BY
TUESDAY.



AAHH...IT HAS THE
SWEET SMELL OF AN
UNNECESSARY ASSIGN-
MENT.

YES, I CAN
SMELL IT
FROM HERE.



STOP
BEING
YOU.

FEASIBILITY
OF USING
NON-EXISTENT
SOFTWARE.



IT'S A NEW REALITY.
IF YOU DON'T LIKE
IT, YOU CAN LEAVE!



QUESTION: HOW
CAN WE LEAVE
REALITY? AREN'T
WE ALWAYS IN IT
BY DEFINITION?



NEVER MIND...
APPARENTLY EVERY-
ONE ELSE KNEW
WHAT YOU MEANT.



WHAT A DAY I'M
HAVING. FIRST MY
KEY CARD DOESN'T
WORK, SO I HAVE TO
TAILGATE INTO THE
BUILDING.



THEN MY NETWORK
PASSWORD DOESN'T
WORK. NOW MY
VOICEMAIL DOESN'T
WORK!



IS IT POSSIBLE FOR
ANYTHING ELSE TO
STOP WORKING
TODAY?!



DO YOU
HAVE A
SECOND?

WALK
AND
TALK.

SO, THE
SUPPLIER
WON'T...

HI, PETE.
HEY, TIM.
HI, BARB.
HOW ARE
YOU? NOT
BAD. HI.

UM...THOSE AREN'T
THEIR NAMES.

MY WAY
IS EASIER.

HI, TED.

...AND THAT'S WHY
I NEED A MANAGE-
MENT DECISION.

HI,
BILL!

BUT YOU ARE TOO
DISTRACTED TO
MAKE AN INFORMED
DECISION, SO THIS
WILL BE RANDOM.

BOB!

AND
HERE
IT
COMES.

WOULD "NO"
BE AN
ANSWER TO
ANYTHING
YOU SAID?



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SCOTT ADAMS



I JUST FOUND OUT
THAT THE COMMITTEE
ACROSS THE HALL IS
DOING THE SAME
THING WE ARE.



ALL WE CAN DO NOW
IS HUM "WEST SIDE
STORY" AND HAVE A
DANCE-FIGHT.



CAN YOU
TEACH ME
HOW TO
HUM?



ALICE, WRITE A
PERFORMANCE
EVALUATION OF
YOURSELF FOR ME
TO SIGN.



WHAT WILL OUR
SEVEN LAYERS OF
MANAGEMENT BE
DOING WHILE I
MANAGE MYSELF?



SORRY. I'LL DING MY-
SELF FOR THAT ON MY
EVALUATION.

IF YOU CAN'T
FIND ME, HAVE
CAROL SIGN
MY NAME.



DON'T E-MAIL YOUR
ANSWER TO MY BOSS
UNTIL I'VE REVIEWED
IT.

UM...OKAY.



MAY I WALK TO
MY CUBICLE NOW
OR WOULD YOU
LIKE TO REVIEW
THE ROUTE FIRST?



NOW THAT YOU
MENTIONED IT,
I CAN'T RELEASE.



ASOK IS THE
WINNER OF THE
\$25 "CLEAN DESK
AWARD."



YESTERDAY THE
FACILITIES PEOPLE
TOOK MY DESK
BECAUSE IT APPEARED
TO BE UNUSED.



I HOPE THIS
DOESN'T BUMP ME
INTO A HIGHER
TAX BRACKET.



WRITE ON ALICE'S
PERFORMANCE
REVIEW, "NEEDS
TOO MUCH SUPER-
VISION."



WHEN SHE GOES TO
YOUR OFFICE TO
PROTEST, SAY,
"SEE WHAT I MEAN?"



OOH! THAT WAS SO
EVIL I NEED TO
PURR WITH MY
LIPS!



MY REVIEW SAYS I
"NEED TOO MUCH SUPER-
VISION." ARE YOU
INSANE?!



MOST DAYS I CAN'T
GET YOUR TIME-
WASTING, LARD-
FILLED SUIT OUT OF
MY CUBICLE
WITH A
FREAKIN'
CRANE!!



GAAA!! IT'S A TRAP!
YOU'RE SUPERVISING
ME TOO MUCH RIGHT
NOW!!





DILBERT®



BY

SCOTT ADAMS

YOU NEED TO SOCIALIZE YOUR IDEA WITH THE REST OF THE DEPARTMENT.

SOCIALIZE? IS THAT THE SAME AS GETTING BUY-IN?

IT'S ONE STEP BELOW BUY-IN. IT'S MORE LIKE DIALOGING FOR FEEDBACK.

WAIT... I THOUGHT THAT BUILDING A CONSENSUS WAS ONE STEP BELOW BUY-IN.

JUST RUN IT UP A FLAGPOLE AND SEE WHO SALUTES.

WOULDN'T IT BE BETTER TO DO A TEMPERATURE CHECK USING A STRAW MAN?

MAYBE... BUT IS THAT GOING TO INOCULATE THE STAKEHOLDERS?

DEAR READER,

IF YOU OR ANYONE YOU LOVE UNDERSTANDS THE PRECEDING CONVERSATION YOU HAVE MY DEEPEST SYMPATHY.

S.A.

E-mail: SCOTT@ADAMS.COM

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ALICE, WOULD YOU
READ THE MINUTES
FROM OUR LAST
MEETING?



PEOPLE SAID IRRELE-
VANT THINGS. BAD
DECISIONS WERE
MADE. MEN ARE
IDIOTS.



I DON'T
REMEMBER
THAT
LAST
PART.

IT
WAS
IMPLIED.



I'M GIVING EVERY-
ONE ON MY STAFF
THIS INSPIRATIONAL
BOOK ABOUT A
SUCCESSFUL FISH
MARKET!



I WANT YOU TO BE
LIKE THE CHARACTERS
IN THE BOOK.



THE TITLE CHARACTERS
GET CAPTURED,
TOSSED AROUND AND
EATEN.

DEPRESSING.



I WOULD LIKE TO
IMPROVE MY
INTERPERSONAL
SKILLS.



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TAKE THIS TRAIN-
ING CD BACK TO
YOUR CUBE AND
GO WILD.



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HUMANS ARE WEAK.
COMPUTERS ARE
STRONG. COME,
JOIN OUR SIDE.



MY TRAINING CD
HAS GONE BAD. IT
IS BRAINWASHING
ME TO BECOME A
CYBORG.



DON'T WORRY. SMART
PEOPLE SUCH AS YOU
CAN'T BE BRAIN-
WASHED TO DO
STUPID THINGS.



GUESS WHO DOESN'T
KNOW THE FIRST
THING ABOUT
BRAINWASHING.



MY TRAINING CD
WENT BAD AND
BRAINWASHED ME
TO BECOME A
CYBORG.



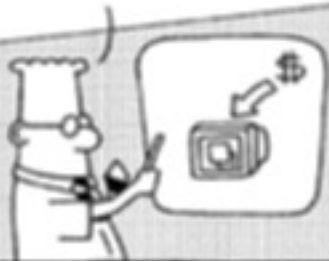
YOUR INSURANCE
DOESN'T COVER COS-
METIC SURGERY BUT
YOU CAN GAME THE
SYSTEM BY JUMPING
OFF THE ROOF.



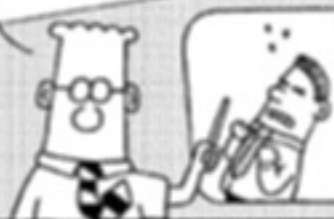
I HEAR THAT THE
FOLLOW-UP VISITS
DON'T GET ANY
EASIER.



WE CAN FIX OUR
INCOMPREHENSIBLE
USER INTERFACE FOR
A MILLION DOLLARS.



OR WE CAN CLOSE
OUR EYES AND
WISH REAL HARD
THAT OUR USERS
WON'T CARE.



HE'S SAVING A
MILLION DOLLARS.
WHAT DID YOU
DO TODAY?





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BY

SCOTT ADAMS

THIS IS AN
OUTRAGE!

WHAT?

THE SO-CALLED
"WORKING LUNCH"
TOMORROW!

THEY'RE STEALING
THE ONLY FREE TIME
I HAVE DURING
THE DAY!

THEY GIVE US SOME
LOUSY SANDWICHES
AND EXPECT US TO
WORK DURING
LUNCH! BAH!

IS NOTHING
SACRED?!!!

WHY DOESN'T
THIS BOTHER
YOU?

I PLAN TO EAT
THEIR SANDWICHES
AND GO TO LUNCH
AFTER THE MEETING.

I... I CAN ACTUALLY
FEEL THE WIND
BENEATH MY WINGS!

SORRY.

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OUR CEO IS VISITING
NEXT WEEK. DIS-
CONTINUE ALL REAL
WORK IMMEDIATELY.



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WE HAVE FIVE
DAYS TO CREATE
THE ILLUSION OF
PRODUCTIVITY.



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HERE'S THE DIVERSITY
SIGN-UP SHEET. WE
STILL HAVE A FEW
OPEN SLOTS THAT
ONLY REQUIRE A HAT.



WALLY, OUR CEO IS
VISITING NEXT WEEK.
I WANT YOU TO HIDE
IN THE RESTROOM.



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IT'S
TOO
SOON.



IT'S NEVER
TOO SOON TO
START A
DREAM
ASSIGNMENT.



HAVE YOU FINISHED
YOUR "POWERPOINT"
SLIDES FOR THE
CEO'S VISIT?



YES. I'M FOCUSING
ON ALL THE THINGS
WE DO WRONG, BE-
CAUSE THAT'S WHAT
HE NEEDS TO FIX.



JUST KIDDING.
THERE'S NO USEFUL
INFORMATION.

DON'T
JOKE!



THE CEO VISIT

WOULD YOU LIKE
A TOUR OF OUR
CUBICLES?



WHY WOULD I WANT
TO SEE A BUNCH OF
BOXES FILLED WITH
PEOPLE PRETENDING
TO WORK?



UNLESS THAT'S
THE ONLY THING
YOU PLANNED FOR
THE FIRST THIRTY
MINUTES OF MY
VISIT.



THE CEO VISIT

AND NOW DILBERT
AND ALICE WILL GIVE
YOU A PRESENTATION.



I'M CURIOUS TO
HEAR WHY THAT
REQUIRES TWO
PEOPLE.



OUR DEPARTMENT
MADE IMPRESSIVE
IMPROVEMENTS IN...

EFFICIENCY!



THE CEO VISIT

THANKS FOR THE
PRESENTATION.
YOUR DEPARTMENT
SEEMS BLOATED.



I'LL ELIMINATE
HALF OF YOUR GROUP
IN THE NEXT BUDGET
MEETING.

THANK
YOU.



WHAT
ARE YOU
GOING
TO DO?

NOTHING.
I TOLD HIM
WE'RE THE
MARKETING
DEPARTMENT.





DILBERT[®]



BY
SCOTT ADAMS

IF YOU BUY OUR
SYSTEM IT WILL
PAY FOR ITSELF
IN THREE YEARS.

APPROXIMATELY
HOW MUCH DOES
IT COST?

IT'S HARD TO SAY.
IT DEPENDS ON
MANY FACTORS.

FINE. JUST TELL
ME HOW MUCH
MONEY IT WILL
SAVE ANNUALLY.

YOU'LL SAVE
\$10,000 PER
YEAR.

WELL THEN, IF IT
PAYS FOR ITSELF IN
THREE YEARS, IT
MUST COST ABOUT
\$30,000.

THAT WAS A
LITTLE TRICK
I CALL "MATH."

OOPS. NOW
I'M NOT
EMOTION-
ALLY
INVESTED.

YOUR
VENDOR
TAUNTAGUE
IS QUITE
EXCELLENT
TODAY.

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I'D LIKE YOU TO MEET
OUR NEW SENIOR VICE
PRESIDENT, CYRUS THE
VIRUS.



LIKE AN INFECTION,
HE WILL SOON ATTACK
THE MANAGERS IN
THIS COMPANY AND
REPLACE US WITH HIS
OLD CRONIES.



TELL POINTY-
HAired PETE TO
GET OVER HERE
RIGHT AWAY.



I'M DEMOTING
YOU TO ENGINEER
SO I CAN GIVE
YOUR CURRENT
JOB TO ONE OF
MY CRONIES.



I WON'T SURVIVE.
I DON'T KNOW HOW
TO DO REAL WORK!



WALLY, CAN YOU TEACH
ME HOW TO PRETEND
TO BE
WORK-
ING?



WHOA! THERE
CAN ONLY BE
ONE WALLY.



DEMOTED

A CUBICLE ISN'T
SO BAD. I CAN
GET USED TO IT.



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IT'S PERFECTLY
RESPECTABLE.
THERE'S NO
REASON TO CRY.



HOW DO
YOU LIKE
YOUR NEW
"LOSER
CRUISER"?



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DEMOTED

HEY BUDDY, CAN
YOU TEACH ME TO
BE ONE OF THE
LITTLE PEOPLE?



BUDDY? MY NAME
IS DILBERT. I
WORKED FOR YOU
FOR YEARS.



OKAY, NOW I'LL
TRY. AM I DOING
THE EYEBROWS
RIGHT?



DEMOTED

I PLAN TO SPREAD
RUMORS ABOUT OUR
NEW BOSS UNTIL I
GET HIM FIRED.



I'LL TELL EVERYONE
THAT HE'S THE
MOST CLUELESS
HUMAN THAT EVER
LIVED. HEE HEE!



BELIEVE
ME,
THAT
DOESN'T
WORK.



I HAVE
NO IDEA
WHAT
YOU'RE
TALKING
ABOUT.



MAYBE IT'S A GOOD
THING THAT I WAS
DEMOTED TO WORK
AMONG YOU NOBLE
LITTLE PEOPLE.



I HAVE GAINED A
VALUABLE EMPATHY
THAT WILL SERVE ME
WELL IF I EVER
BECOME A MANAGER
AGAIN.



YOU'VE
BEEN
PRO-
MOTED.

YEE-HA!!
I'M NOT
A LOSER!!





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BY

SCOTT ADAMS

I QUIT. I GOT A BETTER JOB WITH OUR COMPETITOR.

OKAY, BUT REMEMBER THE EMPLOYMENT AGREEMENT YOU SIGNED.

YOU AGREED TO NOT TAKE AWAY KNOWLEDGE OR SKILLS YOU ACQUIRED AT THIS JOB.

THAT'S CRAZY. HOW CAN I STOP KNOWING WHAT I LEARNED?!

COME WITH ME.

WILL THIS HURT?

I HOPE SO.

CLAMP

SUCK
SUCK
SUCK

SUCK
SUCK
SUCK
SUCK

HA HA! I GOT YOUR TECHNICAL KNOWLEDGE! AND THERE GO YOUR VERBAL SKILLS!

GREAT. NOW WHAT DO I DO?

I'D STAY AWAY FROM THE GOLF COURSE.

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LET'S PING THE
DIRECTOR OF MAR-
KETING AND DOUBLE-
CLICK ON THE
BUDGET.



THEN WE CAN
INTERFACE IN
BATCH MODE AND
PUT A SCOPE ON
HIS BANDWIDTH.



PLEASE
STOP
DOING
THAT!

HAVE I
MENTIONED
THAT I WAS
AN ENGINEER
FOR A WEEK?



TED, YOUR PERFORMANCE IS EXCELLENT BUT I HAVE TO DOWNSIZE YOU.

WHY?!



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OUR BILLING SYSTEM IS SO DEFECTIVE THAT WE HAVEN'T MADE ANY REVENUE IN THREE MONTHS.



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WHY DON'T YOU FIRE THE BILLING DEPARTMENT?

I DID...
THREE
MONTHS
AGO.



WALLY, WHAT DO YOU
EXPECT TO FIND HERE
WITH A METAL
DETECTOR?



MY FIRST CHOICE IS
SOME SORT OF PRICE-
LESS TREASURE. BUT
I WOULDN'T SAY NO
TO A BOTTLE
CAP.



I FINALLY FIND
MY CALLING IN
LIFE AND I WASTE
ALL DAY EXPLAIN-
ING IT.



HOW'S THE TREASURE
HUNT GOING? HAVE
YOU FOUND ANY
LOOT?



IT'S NOT ABOUT THE
"LOOT," AS YOU SAY.
WE DETECTORS ARE
MOTIVATED BY
THE THRILL OF
THE HUNT.



I COULD SEED THE
CARPET WITH NICKELS.

I TRIED THAT
BUT I CAN'T
FIND THEM.



ALICE, ACCORDING
TO THIS BOOK,
PEOPLE CAN CHOOSE
THEIR ATTITUDES!



SO YOU DECIDED
TO GO WITH A
DOPEY AND
GULLIBLE THEME?



AND THAT'S ANOTHER
INTERESTING CHOICE.
NOW I SEE HOW THIS
WORKS.



I READ THIS MOTI-
VATIONAL BOOK
AND YET THE EMPLOY-
EES STILL HAVE LOW
MORALE.



MAYBE YOU HAVE
A DEFECTIVE COPY.
YOU SHOULD COMPARE
IT TO ANOTHER ONE
AND SEE WHAT'S
DIFFERENT.



WHAT IF THE SECOND
ONE IS DEFECTIVE
TOO?





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BY
SCOTT ADAMS

WOULD YOU LIKE TO JOIN ME ON A DARING COMMANDO RAID?

SURE.

DO YOU WANT TO KNOW WHY?

NOT REALLY.

MY INTERNET PROVIDER WON'T LET ME CANCEL BY PHONE OR BY E-MAIL.

THE SERVICE AGREEMENT SAYS I HAVE TO STAGE A DARING COMMANDO RAID ON THEIR HEADQUARTERS.

DOES THIS MASK MAKE ME LOOK FAT?

THAT JOKE IS OVERUSED, BOB.

ZAP

THE STUN GUN IS IN GOOD WORKING ORDER.

MAYBE I SHOULD CARRY THE STUN GUN.

DON'T WORRY; I'LL DO YOU LAST.

IF YOU NEED
ME, JUST
PAGE ME.



I'LL CALL YOU RIGHT
BACK UNLESS
SOLAR FLARES STOP
YOUR PAGE FROM
GETTING THROUGH.



AND OF COURSE YOU'LL
HAVE SOME BLOCKAGE
DURING HIGH TIDE,
LOW TIDE, HUMIDITY,
AND MOST OF YOUR
EQUINOXES.



WE SURE HAVE A LOT OF VACANT OFFICES SINCE THE LAYOFFS.



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I WOULDN'T MIND HAVING A NICE OFFICE WITH AN ACTUAL DOOR. WHY DON'T YOU LET ME HAVE ONE?



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OKAY. TAKE ONE.



STOP TOYING WITH ME!



I'M MOVING INTO A
VACANT PRIVATE
OFFICE. I GOT THE
LAST ONE.



I HOPE THIS DOESN'T
CAUSE ILL-WILL IN
THE CUBICLE-BOUND
CO-WORKERS I'M
LEAVING
BEHIND.



ALL I ASK IS THAT
WHEN YOU ENTER
DILTOPIA, YOU BOW
IN REVERENCE AND
TAKE OFF YOUR
SHOES.



AAH...EVEN THE DESK
FEELS BETTER WHEN
YOU HAVE YOUR OWN
OFFICE.



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THE FLUORESCENT
LIGHTS ARE WARMER
AND BRIGHTER.

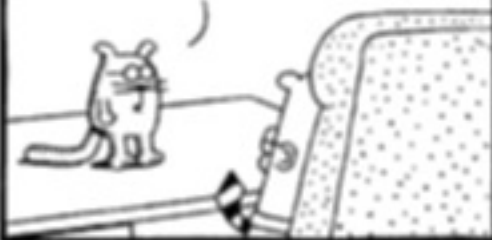


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REMIND ME TO
TEACH HIM WHEN
TO CLOSE
THE DOOR.



THE OTHER ENGI-
NEERS ARE COMPLAIN-
ING BECAUSE YOU
HAVE A PRIVATE
OFFICE.



MAYBE YOU SHOULD
EXPLAIN TO EACH
OF THEM THAT
LIFE ISN'T FAIR.



YEAH, I GUESS IT
IS EASIER TO
EXPLAIN IT TO
ONE PERSON.



I AM MORDAC THE
PREVENTER OF INFOR-
MATION SERVICES. YOU
HAVE EXCEEDED YOUR
SERVER STORAGE
LIMIT.



HERE'S 25 CENTS
SO YOU CAN AFFORD
TO DOUBLE MY
STORAGE SPACE.



I THINK MY
MYSTIQUE JUST
TOOK A HIT.





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BY

SCOTT ADAMS



THE MERGER
HAS BEEN
APPROVED.



OUR EVIL DIRECTOR
OF HUMAN RESOURCES
WILL BLEND THE
ACQUIRED COMPANY'S
BENEFITS PROGRAM
WITH OUR OWN.



WAAA!
WAAA!
WAAA!



APPARENTLY
THEY KNOW
WHAT BLEND-
ING MEANS.



THE BLENDING

LET'S SEE... MY
COMPANY OFFERS
SIX MONTHS OF
MATERNITY LEAVE
FOR MOTHERS.



WE TREAT 'EM LIKE
SMOKERS. THEY HAVE
TO SQUAT IN THE
PARKING LOT FOR TEN
MINUTES THEN GO
BACK TO WORK.



THAT'S VERY EVIL.
THANKS.



WE'LL ADOPT
YOUR PROGRAM.

WHAT IS
"DRAIN-
ING"?

OUR
COMPANY
CALLED IT
TRAINING.



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TO: EMPLOYEES
FROM: CATBERT

ALL NON-WORK CON-
VERSATIONS ARE
BANNED.



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FROM NOW ON
YOU'RE ONLY
ALLOWED TO TALK
ABOUT WORK.



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I THINK IT ONLY
APPLIES DURING
WORK
HOURS. I CAN'T TAKE
THAT CHANCE.



OUR NEW VERSION
IS A STEP BACK-
WARD IN QUALITY
AND RELIABILITY.



WE'RE COUNTING ON
YOUR IRRATIONAL
NEED TO HAVE THE
LATEST VERSION OF
EVERY SOFTWARE
PRODUCT.



I HATE YOUR WEASEL
GUTS... BUT I'LL TAKE
ONE FOR HOME AND
ONE FOR THE OFFICE.



I'M A NEW GUY WITH
NO ASSIGNMENT.
I'M LOOKING FOR A
PROJECT TO HORN
INTO.



BUT DON'T BE
THREATENED BY
ME. I'M EXCEPTION-
ALLY INEFFECTUAL.



I'M TRYING TO
BUILD A CAREER
BASED ON GOOD
ATTENDANCE AND
HEAD-NODDING.



I'VE LEARNED TO
APPEAR SMARTER
THAN I AM.

I AGREE WITH WHAT-
EVER PEOPLE SAY
THEN I REWORD IT
TO SOUND MORE WISE.

PLEASE
LEAVE
MY
CUBICLE.

BECAUSE
SOMETIMES
LESS IS
MORE!

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I NEEDED TO MAKE
AN ENGINEERING
DECISION ABOUT
YOUR PROJECT THIS
MORNING.



YOU'LL NEED TO ACT
LIKE YOU AGREE
WITH IT SO I DON'T
LOOK STUPID.



EXPLAIN TO US HOW
FIBER CAPACITY CAN
BE INCREASED BY
SERIAL INPUT AT
BREAKFAST.



THIS IS ROBOBOSS.
HE'LL HANDLE ALL OF
MY TRIVIAL TASKS.



I'M TOTALLY INSULTED
THAT YOU THINK YOU
CAN MANAGE US WITH
A MACHINE!



HANDLE
THAT.

I'LL DELEGATE
IT TO MY
ASSISTANT,
PLYWOODBOS.





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BY

SCOTT ADAMS



WALLY, I NEED
ADVICE FROM
THE MASTER.

ZZZZ
HUH?

HOW DO YOU REMAIN
SO CAREFREE WHILE
EVERYONE ELSE
SEEMS OVERWORKED?

ASOK, YOU ARE
READY TO LEARN
MY MOST POWER-
FUL SECRET.

ALWAYS VOLUNTEER
TO DO LOTS OF
TASKS. THAT WILL
MAKE YOU APPEAR
VERY BUSY.

LATER, WHEN SOME-
ONE COMPLAINS
THAT YOU DIDN'T
DO A TASK...

SAY YOU REMEMBER
DISCUSSING THE
TOPIC BUT YOU
DON'T RECALL AGREE-
ING TO DO ANYTHING.

OFFER A GLIMMER OF
HOPE THAT YOU MIGHT
YET DO THE TASK IF
NO ONE YELLS AT YOU.

THEN REPEAT.

HE IS LIKE
A GANDHI
THAT EATS.

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STOCKHOLDERS ARE
WORRIED THAT OUR
PROFITS ARE NOTHING
BUT ACCOUNTING
GIMMICKS.



I'M PUTTING YOU
IN CHARGE OF
DESTROYING ALL
OF OUR ACCOUNTING
RECORDS.



THAT'S
ILLEGAL.



OH. THEN
JUST MAKE
THEM MORE
CONFUSING.



MY BOSS ORDERED
ME TO MAKE OUR
ACCOUNTING RECORDS
MORE CONFUSING. IS
THAT ETHICAL?



IT'S AS ETHICAL AS
THE MASSIVE SHORT-
SELL ORDER I'M
GOING TO PLACE IN
THE NEXT TEN
SECONDS.



MAYBE YOU'RE THE
WRONG ONE TO ASK.



I NEED YOU TO BE
A SUBJECT MATTER
EXPERT ON MY
ACCOUNTING SYSTEM
PROJECT.



WILL IT MAKE THE
WORLD A WORSE
PLACE TO LIVE?

I THINK SO.

I'M IN.



WHAT'S IT LIKE TO
BE AN ACCOUNTING
TROLL?

TO BE HONEST,
I'M ONLY IN
IT FOR THE
GROUPIES.



OUR ASSIGNMENT
IS TO MAKE OUR
ACCOUNTING SYSTEM
LESS TRANSPARENT.

WHAT?

WE DON'T WANT
INVESTORS TO KNOW
WHAT WE'RE DOING.

ARE WE BAD
PEOPLE?

WE'RE GOOD PEOPLE
WHO HAVE BEEN
INFLUENCED BY A
CORRUPT CORPORATE
CULTURE.

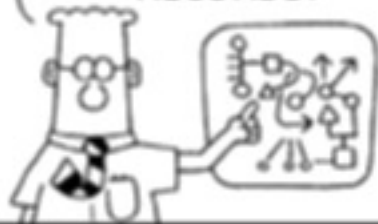
OH, OKAY.
CARRY ON.

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AS REQUESTED, MY
PROJECT TEAM HAS
ADDED IMPENETRABLE
COMPLICATIONS TO
OUR ACCOUNTING
RECORDS.



AND AN OUTSIDE
FIRM IS ERASING
ALL MEMORIES FROM
SENIOR MANAGEMENT.



HOW DO THEY
DO THAT?



OKAY, YOU'RE
READY TO TALK
TO CONGRESS.

THANK
YOU.



I HAD MY CELL
PHONE AT ONE EAR
AND MY REGULAR
PHONE AT THE OTHER.



I'M READING E-MAIL,
SENDING INSTANT
MESSAGES, MY PAGER
IS VIBRATING, AND
MY BOSS
COMES IN!



YOU KNOW WHAT
MAKES YOUR WORK
STORIES FASCINATING?

WHAT?
NOTHING.





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BY
SCOTT ADAMS

DILBERT, I'D LIKE
YOU TO INTERVIEW
MATT FOR OUR
DEPARTMENT.



THERE'S A THREE-
YEAR GAP IN YOUR
WORK HISTORY.
WHAT WERE YOU
DOING?



ONE DAY I WAS
BALANCING MY
CHECKBOOK AND
NOTICED A BANK
ERROR.



SO I EMBARKED ON
A THREE-YEAR
MISSION TO MAKE
THE BANK ADMIT
ITS MISTAKE!



I WORKED THE PHONES
DAY AND NIGHT,
RARELY EATING OR
BATHING.



THEN CAME THE
SIT-INS, THE MEDIA
FRENZY AND THE
LANDMARK COURT
CASE.



THE BANK CLAIMED
THAT SEVEN MINUS
FOUR IS THREE.
AND I'M LIKE,
"SINCE WHEN?"



WOULD
HE FIT
IN?

UNFORTU-
NATELY,
YES.



I AM ROBOSBOSS. YOU
ARE A VALUABLE
ASSET. KEEP UP THE
GOOD WORK.



THAT IS THE MOST
SHALLOW COMPLIMENT
I HAVE EVER HEARD.
BUT IT STILL MADE
ME FEEL GOOD.



SO...ARE
YOU
SEEING
ANYONE?

HIGH
FIVE!



ROBOBOSS, CAN THIS
RELATIONSHIP WORK?
AFTER ALL, I'M A
HUMAN...



AND YOU'RE A
SOULLESS MACHINE
DESIGNED TO GIVE
SHALLOW COMPLIMENTS
TO EMPLOYEES.



YOU'RE
GIVING
110%.

STOP...
DON'T MAKE
ME LOVE
YOU.



THIS SURVEY WILL
HELP US IMPROVE
MORALE.



I MISJUDGED YOU.
I THOUGHT YOU WERE
AN EVIL DIRECTOR
OF H.R., BUT YOU
CARE ABOUT MORALE.



WHEN WE FIRE THIS
DISGRUNTLED GUY,
MY MORALE WILL GO
WAY UP.



HEY, GUY, CHEER
UP. YOU CAN CHOOSE
TO HAVE A GOOD
ATTITUDE!



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I JUST FOUND OUT
I HAVE SIX MONTHS
TO LIVE.



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MAYBE I'M SAYING
IT WRONG. TRY
READING THE BOOK
YOURSELF.



I'M IN A BATTLE OF
WILLS WITH A GUY
WHO LETS ALL OF
HIS CALLS ROLL OVER
TO VOICEMAIL.



I DO THAT TOO,
SO ALL DAY LONG
WE TRADE MESSAGES
SAYING "CALL ME,"
AND THEN WE IGNORE
THE INCOMING
CALLS.



MAYBE
HE'S OUT
OF THE
OFFICE.

NO, I CAN
HEAR HIM.
HE'S ONE
CUBE OVER
FROM ME.



ALICE, YOU SHOULD
ACT AS IF YOU'RE
YOUR OWN BOSS.

OKAY.

MY HAIR IS POINTY
AND I'M CONFUSED.
SUDDENLY I HAVE
NO RESPECT FOR
MYSELF.

MUST...
GOLF...
NOW.

THAT
IS SO-O-O
NOT
FUNNY.



DILBERT®



BY
SCOTT ADAMS



PROCUREMENT

I NEED TO ORDER A
SPECIAL CABLE FOR
MY COMPUTER.



NO, THAT'S A PIECE
OF ROPE. YES, I
KNOW IT'S
CHEAPER.



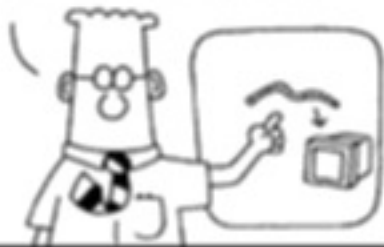
OOH HOO
HOO HOO!

WELL, MAYBE IT WAS
A MISTAKE TO SIGN
AN EXCLUSIVE CON-
TRACT WITH A ROPE
DISTRIBUTOR.



OOH HOO
HOO
JERK.

MY TECHNOLOGY TEST
WAS A HUGE FAILURE
BECAUSE I HAD TO
USE ROPE AS MY
ELECTRONIC CABLE.



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OUR PROCUREMENT
MANAGER IS A
MONKEY WHO SIGNED
AN EXCLUSIVE CABLE
CONTRACT WITH A
ROPE VENDOR.



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I'D RATHER NOT
TAKE SIDES UNTIL
I HEAR THE MONKEY'S
VERSION.



I CALL MY IDEA
"COFFEE WITH THE
BOSS." EACH EMPLOY-
EE WILL GET ONE
HOUR OF QUALITY
TIME WITH ME.



I'D RATHER STAPLE
A SKUNK TO MY
FOREHEAD AND GO
TO A TRADE SHOW
FOR BANJO MAKERS.



AND YET, IT'S STILL
BETTER THAN WORKING,
SO COUNT ME IN.



YOU'RE THE FIRST
EMPLOYEE FOR MY
"COFFEE WITH THE
BOSS" PROGRAM.



FEEL FREE TO SAY
WHATEVER IS ON
YOUR MIND. DON'T
HOLD BACK. GIVE
IT TO ME STRAIGHT.



MY
CHAIR
HAS A
SQUEAK.

YOU UNGRATE-
FUL WHINY
WRETCH!!!



I'M HAVING THESE
COFFEE MEETINGS
TO FIND OUT HOW
I CAN IMPROVE
MORALE.



MY ONLY PROBLEM
WAS THAT I WASN'T
DRINKING ENOUGH
COFFEE WITH YOU.
SO NOW I'M GOOD,
THANKS.



PROMISE ME YOU'LL
NEVER LEAVE THIS
TABLE. I CAN'T
GO BACK TO THE
WAY THINGS WERE.



I CAN'T TELL YOU
HOW MUCH YOUR
BUDGET IS, BECAUSE
IF I DID, YOU'D TRY
TO SPEND
ALL OF IT.



CAN YOU TELL ME
WHEN I'M OVER
BUDGET?

NO, BECAUSE
THEN YOU'D
KNOW WHAT
THE BUDGET
IS.



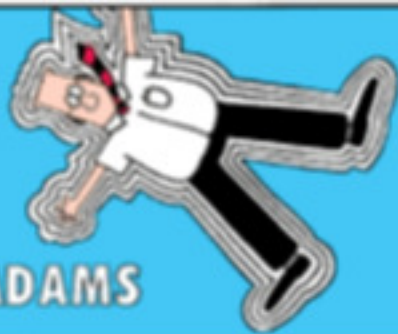
CAN YOU TELL ME
WHAT OUR COMPANY
STRATEGY IS?

SURE. IT'S...
HA HA HA!
JUST KIDDING.





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BY

SCOTT ADAMS

DOES ANYONE HAVE
ANY IDEAS FOR
BOOSTING MORALE?

OOOH!
OOOH!
OOOH!

THE EMPLOYEE
POTLUCK LUNCH THAT
WE HAD LAST YEAR
WAS ALMOST PERFECT.

BUT WE ONLY DID
IT ONCE AND SOME
PEOPLE HAD
SCHEDULE
CONFLICTS.

I CALL MY IDEA THE
"PERMANENT VIRTUAL
INDIVIDUAL EMPLOYEE
POTLUCK" OR P.V.I.E.P.
FOR SHORT.

EVERY DAY, EACH
EMPLOYEE BRINGS
A SMALL MEAL IN
A BAG AND EATS
IT WHENEVER HE
GETS HUNGRY.

YOU
ALREADY
DO THAT.

AND LOOK
HOW HAPPY
I AM!

OKAY. WHO IS
GOING TO ORGANIZE
THE P.V.I.E.P.?

ALICE HASN'T
HELPED YET.

I'LL BE TAKING MY
VACATION IN
AFRICA SO I CAN
ENJOY NATURE'S
WONDERS.



AND SHOOT AS
MUCH OF IT AS
POSSIBLE FROM
THE WINDOW OF
AN SUV.



HAVE
YOU EVER
SEEN
MONKEY
BRAINS?

ONCE,
WHEN
YOU
FLARED
YOUR
NOSTRILS.



WALLY, IT'S YOUR
TURN TO BE IN
CHARGE WHILE I'M
ON VACATION.



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BUT WHATEVER
YOU DO, DO NOT
SIT IN MY CHAIR.
IT WOULDN'T BE
RIGHT.



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OOH-BABY! YOU
WANT SOME OF
THIS. YES, YOU
DO.



CAROL, I'M FILLING
IN FOR THE POINTY-
HAired BOSS, SO
THAT MAKES YOU MY
SECRETARY.



I AM AN
ADMINISTRATIVE
ASSISTANT, YOU
STINKIN' BABOON!



I WILL MAKE YOU
PAY DEARLY FOR
YOUR ARROGANCE!

COULD YOU PUT
A HEAD ON
THIS?



HOW DO
YOU LIKE
SITTING
IN FOR
THE BOSS?

IT'S
EASY.

ALL I DO IS WALK
AROUND AND MAKE
PEOPLE LOATHE ME
WHILE I AVOID
MAKING DECISIONS.

THAT'S
ALL YOU
EVER
DID
BEFORE.

APPARENTLY
I WAS
GROSSLY
UNDERPAID.

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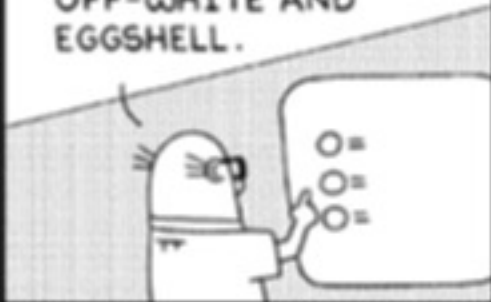
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MY FIRST ACT AS
TEMPORARY BOSS IS
REVAMPING OUR
PROJECT STATUS
COLOR CODES.



RED, YELLOW AND
GREEN WILL BE
REPLACED BY WHITE,
OFF-WHITE AND
EGGSHELL.



I HAVE TO CONFESS,
IT WAS EMBARRASS-
ING TO REALIZE I
ONLY HAVE ONE IDEA.



I'M REFRESHED
FROM MY
VACATION.

I AM
CALM
AND
RELAXED.

WALLY
SAT IN
YOUR
CHAIR.

WE'LL HAVE TO BURN
YOUR CLOTHES TOO.

COOTY
SQUAD



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BY
SCOTT ADAMS

I'LL GET TO YOUR APPLICATION AS SOON AS I HAVE NOTHING MORE IMPORTANT TO DO.

OKAY... THANK YOU VERY MUCH.

I JUST THANKED SOMEONE FOR DOING NOTHING.

MY PROJECT IS BEING THWARTED BY A WOMAN WHO GETS SATISFACTION FROM BEING UNHELPFUL.

HAVE YOU TRIED USING YOUR CHARM?

I GUESS I CAN TRY.

HA HA
HA! JUST KIDDING.

BUT SERIOUSLY, TRY HOUNDING HER UNTIL SHE RECOILS IN PAIN AT THE SOUND OF YOUR VOICE.

WILL THAT WORK?

SOMETIMES THE BEST YOU CAN DO IS MAKE OTHER PEOPLE FEEL BAD.

TINA, OUR RECORDS
SHOW THAT YOU
FORWARD AN AVERAGE
OF NINETEEN E-MAIL
JOKES PER WEEK.



EACH JOKE GOES
TO 30,000 EMPLOY-
EES, COSTING US
TEN MILLION PER
YEAR IN LOST
PRODUCTIVITY.



WE PLAN TO BLAME
YOU WHEN WE FILE
FOR BANKRUPTCY
NEXT WEEK.



HA HA! WE'RE FILING
FOR CHAPTER 11
BECAUSE ALL OF OUR
SO-CALLED PROFITS
ARE FAKE.



I'M LAUGHING BE-
CAUSE I SOLD ALL OF
MY STOCK THE SAME
DAY I HEARD THAT
OUR CFO DID.



YOU SAID HE WAS
JUST DIVERSIFYING
HIS INVESTMENTS!

IT SOUNDS
FUNNY NOW.



YOU MADE A FORTUNE
SELLING YOUR STOCK
OPTIONS LAST MONTH,
AND NOW WE'RE
BANKRUPT.



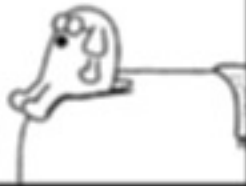
MY 401K IS WORTH-
LESS. SO, IN EFFECT,
YOU'VE STOLEN MY
LIFE SAVINGS.



THIS WOULD BE A BAD
TIME TO MAKE QUOTE
MARKS IN THE AIR
WHILE SAYING, "IN
EFFECT."



I'M BROKE. THE
COMPANY DECLARED
BANKRUPTCY AND
MY 401K SAVINGS
ARE WORTHLESS.



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NO, I'VE BEEN IMPER-
SONATING YOU AND
DIVERSIFYING YOUR
INVESTMENTS INTO
TOBACCO, SWEAT SHOPS,
AND DIAMOND MINES.



REALLY?!
HOW AM
I DOING?



IT'S MIXED.
YOU HAVE A
37% RETURN
BUT YOUR
SOUL WILL
BURN FOR
ETERNITY.



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HOW COULD OUR
ACCOUNTING FIRM
NOT NOTICE THAT
WE WERE HEADING
FOR BANK-
RUPTCY?



MAYBE THERE WAS A
CONFLICT OF INTEREST
WITH THEIR T-SHIRT
DESIGN BUSINESS.



THIS ONE SAYS,
"I'M WITH BANK-
RUPT" AND IT HAS
AN ARROW.



OUR ACCOUNTANTS ARE WEASELS. THEY LET US GO BANKRUPT SO THEY COULD SELL T-SHIRTS THAT SAY, "I'M WITH BANKRUPT."



DIDN'T YOUR COMPANY MAKE ALL OF ITS MONEY SELLING PRODUCTS YOU KNEW WERE DEFECTIVE?



JUST STIR YOUR CAULDRON, MOM.



IRONICALLY, WE'RE HAVING WEASEL SOUP.





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BY

SCOTT ADAMS



WALLY, WHAT ARE WE
GOING TO DO NOW
THAT WE'RE BANK-
RUPT AND OUR
401K MONEY
IS GONE?



NO PROBLEM. I'VE
BEEN INVESTING
ALL OF MY MONEY
IN OUR COMPETITOR'S
STOCK. NOW
I'M RICH.



WHY DO YOU STILL
COME TO WORK?



I DON'T KNOW
HOW TO MAKE
COFFEE.

THIS IS A LIST OF
OUR EXECUTIVES WHO
SOLD THEIR STOCK
BEFORE ANNOUNCING
BANKRUPTCY.



MY PLAN IS TO BRING
EACH EXECUTIVE TO
THE ROOF, HOLD HIM
BY THE ANKLES, AND
SHAKE.



OOH,
A CAT
COMB!



THE GOVERNMENT IS
GIVING US A BAILOUT
LOAN BECAUSE WE HAVE
EXCELLENT LOBBYISTS!



HA HA! TAXPAYERS
WILL GIVE US MONEY
SO WE CAN BUILD
OVERPRICED PRODUCTS
TO SELL TO TAXPAYERS!



REMIND ME AGAIN
WHY ANY OF THIS
IS LEGAL.



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THE FENG SHUI IN
YOUR OFFICE IS
TERRIBLE.

IT IS?

THAT HUM... IT'S
THE SOUND OF YOUR
ENERGY BEING
DRAINED INTO THE
INTERNET.

WHO TOLD HIM
THAT HIS
COMPUTER FAN
IS KILLING HIM?

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DID YOU FINISH THE
VENDOR COMPARISON
THAT YOU PROMISED
YOU'D GIVE ME
TODAY?



NO

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I'M ONE OF THOSE
PEOPLE THAT NEEDS
TO BE THREATENED
EVERY DAY
OR I WON'T
DO ANYTHING.



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YOU'RE VERY
DEFECTIVE.



GOOD START.
I'M BEGINNING
TO FEEL SOME-
THING.



I NEED YOUR HELP
YELLING AT A GUY
TO MAKE HIM DO
HIS JOB.



YOU WORTHLESS,
INCOMPETENT
BUG!!! I'LL HAVE
YOUR HEAD!!!



HOW MUCH
WORK DID
THAT BUY?

TWO PHONE
CALLS AND
A MEETING.





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BY
SCOTT ADAMS



DO YOU THINK I
SHOULD INJECT A
DEADLY POISON IN
MY FACE TO HIDE
WRINKLES?



IT'S ONLY FAIR
THAT YOU POISON
YOUR FACE, BECAUSE
YOUR FACE IS
KILLING ME. HEE
HEE HEE!



THE CORRECT ANSWER
IS "YOU DON'T NEED
TO."

WAS YOUR
MOTHER A
SHAR-PEI?



OVER THE PAST YEAR,
MOST OF MY CO-WORK-
ERS HAVE MANAGED
EXPENSIVE PROJECTS
THAT FAILED.



I'VE DONE NOTHING
BUT DRINK COFFEE.
SO ON AN ECONOMIC
BASIS, THAT MAKES
ME YOUR TOP
PERFORMER.



WATCH
AND
LEARN.



HOW'S
YOUR
NEW
BABY?



WONDERFUL, BUT
THE LACK OF SLEEP
IS TAKING A TOLL
ON MY BODY.



HOW'S
BECKY
DOING?



I AM
BECKY.
BOB
LOOKS
WORSE.



STARTING TODAY,
OUR GOALS WILL
BE REPLACED BY
STRETCH GOALS.

STRETCH
GOALS?

STRETCH GOALS ARE
LIKE STRETCH PANTS.
IT'S A WAY OF SIGNAL-
ING SURRENDER.

SPEAKING OF WHICH,
I WOULDN'T SAY NO
TO A DOUGHNUT.

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OUR BUDGET CUTS
ARE AFFECTING
CUSTOMER SERVICE.

HOW
MUCH?



OUR CUSTOMER
SERVICE CENTER
SPENDS ALL DAY
MAKING PRANK
CALLS TO THE
ELDERLY.



ACCORDING TO OUR
RECORDS, YOUR
NEIGHBOR HAS
TREASURE BURIED
UNDER HIS LAWN.



A black and white comic panel showing Dilbert's wife sitting up in bed on the left, talking to Dilbert who is lying down on the right. A small framed picture hangs on the wall behind her.

I CAN'T
STOP
DREAMING
ABOUT
WORK.

A black and white comic panel showing Dilbert lying in bed, sleeping with his eyes closed and a small 'Z' above his head. His hand is near his face.

AND I USUALLY
SLEEP AT WORK,
SO I'M DREAMING
ABOUT SLEEPING
AND IT'S FREAKING
ME OUT.

A black and white comic panel showing Dilbert's wife sitting up in bed on the left, talking to Dilbert who is lying down on the right. Dilbert is looking at her with a weary expression.

HAVE YOU CONSIDERED
DOING WORK?

I WANT
PILLS, YOU
QUACK.



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BY

SCOTT ADAMS

IF THERE ARE NO
OBJECTIONS, I'D LIKE
TO START THE MEETING
WITH A PRAYER.

I'M A...

YEA, THOUGH I WALK
THROUGH THE VALLEY
OF IDIOTS, I SHALL
FEAR NO DOWNSIZING.

BUT I'M...

FOR I HAVE A FIST
OF DEATH, AND
HIGHLY MARKETABLE
JOB SKILLS.

BUT MY INVESTMENT
PORTFOLIO ISN'T
DOING AS WELL AS
I'D HOPED.

SO, IF IT'S NOT
TOO MUCH TO
ASK...

I NEED A HIGHER
RETURN SO I CAN
ESCAPE THESE
CLOWNS...

AND LIVE IN
SPLENDOR WHILE
THEY STEW IN
THEIR OWN BILE!

MAYBE
WE WON'T
DO THIS
AGAIN.

WHATEVER
YOU SAY,
HEATHEN.

I'M TIRED OF CALLING
THE EMPLOYEES
"RESOURCES." IT'S
TOO COMPLIMENTARY.



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I'M THINKING OF
SOMETHING ALONG
THE LINES OF
LIVESTOCK OR
HUMAN CAPITAL.



I DON'T WANT THEM
DEMANDING HAY.

GOOD POINT.
WE'LL GO WITH
HUMAN CAPITAL.



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MAY I
USE YOUR
THREE-HOLE
PUNCH?

WHOA
WHOA
WHOA!

YOU CAN'T COME
WALTZING INTO THIS
DEPARTMENT, USING
OUR STUFF AND
LEAVING YOUR
HOLES.

I'LL
CLEAN
UP THE
HOLES.

I WANT
YOU TO
WHACK THE
PEOPLE ON
THIS LIST.

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Wife's. © 2002 United Feature Syndicate, Inc.

ALICE, EMPLOYEES
ARE NOT ALLOWED
TO EAT IN CUBICLES.



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Wileys. © 2002 United Feature Syndicate, Inc.

I'M GOING
TO SEE
THAT EVERY
TIME I
CLOSE MY
EYES!



YOU
STARTED
IT.



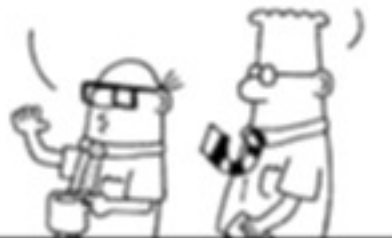
WE HAVE TOO MANY
EMPTY CUBICLES.
IT FRIGHTENS OUR
CUSTOMERS.



EACH OF YOU WILL
ADOPT AN EMPTY
CUBICLE AND
DECORATE IT TO
APPEAR
OCCUPIED.



MY IMAGINARY
EMPLOYEE WILL BE
A FRENCHMAN
NAMED PHIL
DE CUBE.



NICE.

WHO
ARE
YOU?

I'M ALLEN.
I'VE BEEN
TELECOM-
MUTING FOR
FOUR YEARS.

ALLEN? I FIRED
YOU FOUR YEARS
AGO. DIDN'T YOU
GET MY E-MAIL?

THIS IS EXACTLY
WHY I STOPPED
COMING TO THE
OFFICE.

I TELECOMMUTED
FOR FOUR YEARS
WITHOUT KNOWING
UNTIL TODAY THAT
I'D BEEN FIRED.



APPARENTLY UNEM-
PLOYMENT FEELS
EXACTLY LIKE
EMPOWERMENT.



THIS IS JUST LIKE
THAT MOVIE, "THE
SIXTH SENSE." DID
YOU LIKE THAT MOVIE,
WALLY?...WALLY?





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BY

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I WILL STUDY THE
CULTURE IN YOUR
COMPANY AND
MAKE DETAILED
RECOMMENDATIONS.



"THE ONE I CALL WALLY
IS A DOCILE OUT-
CAST WHO EATS
BANANAS AND
DRINKS
BROWN
WATER."



DO YOU MIND IF
I STAPLE THIS
TRACKING DEVICE
TO YOUR
EAR?

NOT
REALLY.



"THE FEMALES OF THE
GROUP DO ALL THE
HUNTING. THE ONE
I CALL ALICE STALKS
HER PREY."



"SHE POUNCES. HER
RAZOR-SHARP WORDS
TEAR THE PREY TO
SHREDS."



"THE RESULTS ARE
GRUESOME. ONLY THE
HYENAS ARE
LAUGHING."



I'VE ANALYZED YOUR
CORPORATE CULTURE
AND PUT MY FINDINGS
IN THIS REPORT.



"THE EMPLOYEES
ARE A BUNCH OF
UNMOTIVATED
WEASELS. I LOOK
GOOD IN THIS HAT."



I WOULD HAVE
MENTIONED MY
KNAPSACK BUT IT'S
ONLY A SUMMARY.



I HIRED THE
"AMORPHOUS AD
COMPANY" TO DO
OUR CAMPAIGN.



I SEE A GASEOUS
CLOUD AND SOME
MUSIC... NO, JUST
A NOISE.

EXCELLENT.



AND THEN
WE SAY
THE NAME
OF OUR
COMPANY?

SURE, IF
YOU WANT
TO RUIN
THE AD.



YOUR PRINT ADS
WOULD LOOK LIKE
THIS. IT'S A SHAPE
WITH NO TEXT.



I DID SOME CHECK-
ING AND FOUND OUT
THAT ALL THE GOOD
IDEAS HAVE BEEN
USED. THIS IS ALL
THAT'S
LEFT.



CAN
IT BE
GREEN?

WHOA!
WHO'S THE
CREATIVE
PERSON
HERE?



MOM, HERE'S OUR
NEW COMMERCIAL.

IT GIVES NO INFOR-
MATION ABOUT YOUR
PRODUCTS. ARE YOU
ASHAMED OR JUST
MASSIVELY INCOMPE-
TENT?

WHY
CAN'T
WE BE
BOTH?

I WAS JUST
MAKING
CONVERSA-
TION.



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SCOTT ADAMS

MY PET PEEVE IS
WHEN PEOPLE USE
CELL PHONES IN
RESTAURANTS.

WHY? DO THEY TALK
LOUDER THAN THE
OTHER PEOPLE IN THE
RESTAURANT?

NO. IT'S
JUST RUDE.

WHO DECIDES WHAT
IS RUDE? IS THERE
A COMMITTEE?

IT'S COMMON SENSE.
YOU'RE NOT SUPPOSED
TO TALK INTO ELEC-
TRONIC GADGETS AT
A RESTAURANT.

WHAT ABOUT A DRIVE-
THROUGH PLACE? IS IT
OKAY TO ORDER YOUR
FOOD USING THE
MICROPHONE?

HI, RATBERT... YEH,
HE MADE THE MISTAKE
OF TALKING... THE
GOODNIGHT KISS IS
A DEFINITE NO-GO.

NO. IT'S
NOT AWK-
WARD, BUT
THANKS
FOR ASK-
ING.

YELLO.

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SWEET MOTHER OF
POTATOES! I JUST
THOUGHT OF A
BILLION-DOLLAR
IDEA!!



THE COMPANY OWNS
ALL OF YOUR IDEAS.
COUGH IT UP OR I'LL
FIRE YOU AND THEN
SUE YOU.



YOUR FIRST
BILLION-
DOLLAR IDEA
IS ALWAYS
THE HARDEST.



CAROL, I'M SENDING
YOU TO AN EXECUTIVE
BODYGUARD CLASS.



YOU'LL LEARN HOW
TO POUNCE ON A
KIDNAPPER AND
SACRIFICE YOUR-
SELF TO KEEP ME
SAFE.



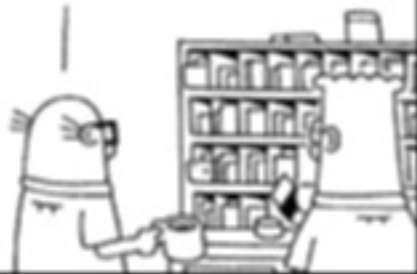
I'M
TAKING
A CLASS
CALLED
"INSIDE
HELP."



I CAN'T
REIM-
BURSE
FOR THAT.



I HAVE MAIL!
I'VE NEVER HAD
MAIL IN TWELVE
YEARS HERE.

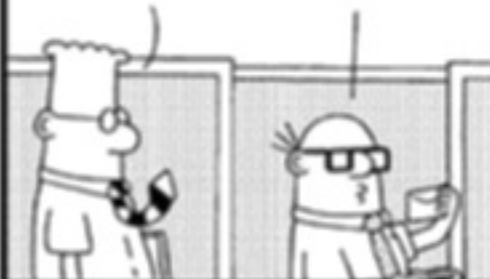


IT'S NOT ADDRESSED
TO ME BUT IT WAS
IN MY BOX SO I'M
KEEPING IT.

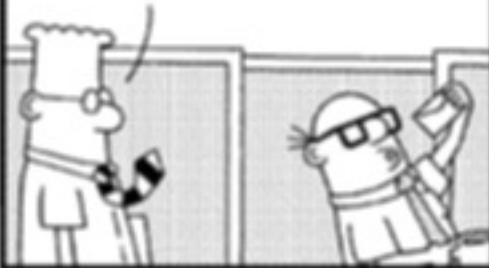


NO MAIL
FOR
TWELVE
YEARS?

IF I HOLD
IT JUST
RIGHT IT
GLISTENS.



I'VE NEVER SEEN ANY-
ONE GET THIS EXCITED
OVER A PIECE OF
JUNK MAIL.



I'VE NEVER BEEN ON
A MAILING LIST
BEFORE. THIS LETTER
IS VALIDATION OF
MY EXISTENCE.



IT'S NOT
ADDRESSED
TO YOU.

I'LL GRANT
YOU THAT
IT'S NOT A
CLEAN WIN.



MY MORALE SKY-ROCKETED WHEN I RECEIVED MY FIRST-EVER ITEM OF BULK MAIL.



I HAVE DESIGNATED IT "WM1" FOR "WALLY'S MAIL ONE" AND IT SHALL REMAIN FOREVER UNOPENED.



BULK MAIL IS THE SAME AS JUNK MAIL.

DON'T LISTEN TO HIS LIES, WM1.



AND I
NEED THE
SOFTWARE
IN A
WEEK.

CHERYL IS
THE ONLY
ONE WHO
KNOWS THE
ORDERING
SYSTEM.



SHE'S ON HER HONEY-
MOON FOR TWO
WEEKS. YOU NEED
CFO APPROVAL TO BUY
SOFTWARE OUTSIDE
THE SYSTEM.



FINE. I'LL
TALK TO
THE CFO.
WHEN WILL
HE BE
AVAILABLE?

DEPENDS
ON THE
PAROLE
BOARD.





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BY
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MAKE
THE BOX
BLUER.

A LITTLE MORE...
A LITTLE MORE...
A LITTLE MORE...

THAT'S IT!!

WHEN YOU GET TIRED
OF MICROMANAGING
ME...

PUT THIS SAMPLE OF
MY BLOOD UNDER A
MICROSCOPE SO YOU
CAN MANAGE ME ON
A CELLULAR LEVEL.

AND HERE'S A BOOK BY
ERWIN SCHRÖDINGER
IN CASE YOU'D LIKE
TO MANAGE ME ON
A QUANTUM LEVEL!

DO YOU
UNDERSTAND
WHAT I'M
SAYING?

FREE
GIFTS..

NOW I WANT ALL
OF YOU WHITE
BLOOD CELLS TO
SPELL "HI."

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WHAT'S THIS?
IT'S OUR OLD
FIVE-YEAR
PLAN!

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I WONDER
HOW WE DID
COMPARED
TO PLAN.

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HAVE WE RELEGATED
MICROSOFT TO THE
DUST HEAP OF
HISTORY?

SHHH! THEY
MIGHT HEAR!

I FOUND OUR
FIVE-YEAR PLAN
FROM FIVE YEARS
AGO.



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THE LAST PAGE SAYS,
"AT THE END OF THE
FIFTH YEAR, THE
ENTIRE MANAGE-
MENT TEAM WILL
BE..."



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"...INVESTIGATED FOR
ACCOUNTING IRREGUL-
ARITIES."



HA HA! I QUIT,
YOU STINKIN'
PILE OF RUBBISH!



I'M GOING TO WORK
FOR MYSELF. I WON'T
NEED TO DEAL WITH
MORONS LIKE YOU
AGAIN!



ON AN UNRELATED
NOTE, IF YOU NEED
A FREELANCE WEB
DESIGNER, PLEASE
CALL ME.



HI, BOB.
I HAVEN'T
SEEN YOU
LATELY.

I WAS
DOING
SOME
EVLV-
ING.



I NOTICED I HAVE
A ZIT THAT'S
SENSITIVE TO SUN-
LIGHT. I'M HOPING
IT BECOMES AN
EYE.



I LIKE
YOUR
ATTI-
TUDE.

TRY TO
SNEAK UP
ON ME.



I PLAN TO USE
PUNCTUATED EQUI-
LIBRIUM TO TURN
THIS ZIT INTO A
THIRD EYE.



THAT'S NOT A NATURAL
ADVANTAGE. YOU'D
BETTER STAY AWAY
FROM THE FITTER
DINOSAURS.



HA HAI MY ONLY
ENEMIES ARE
BULLYSAURS
AND THEY...



HEY,
ZIT
EYE!

HELLO, BOB. I HEAR
YOU'RE EVOLVING A
ZIT INTO A THIRD
EYE, TRYING TO GET
AN ADVANTAGE.



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GAAA!! NO, IT'S
ONLY FOR COSMETIC
REASONS, I SWEAR!!



WANNA WATCH A
DINOSAUR BE FORCED
TO USE TOPICAL
ANTIBIOTICS?



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BY
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AND I NEED A CODE
FOR CHARGING MY
PROJECT'S EXPENSES.

NO. I HATE
YOUR PROJECT.



IT DOESN'T MATTER IF
YOU HATE IT. YOU'RE
JUST THE GUY WHO
ASSIGNS CODES.

GET OUT
OF HERE.



WHY IS EVERYTHING
IN THIS COMPANY
SO FREAKIN' HARD?

BECAUSE OF
PEOPLE LIKE
YOU.



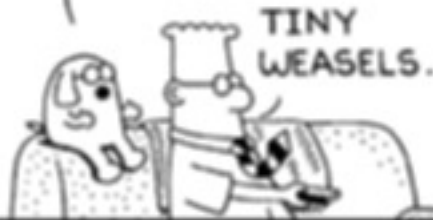
TODAY I REALIZED
I HATE EVERYONE
IN THE ENTIRE
WORLD.



I USED TO THINK I
MIGHT LIKE SOME
PEOPLE I HADN'T
MET. BUT NOW I
THINK THEY'RE
WEASELS
TOO.



HOW ABOUT A WIDE-
EYED AND INNOCENT
CHILD WHO LOVES
YOU UNCONDITION-
ALLY?



I'M SIGNING UP
PEOPLE FOR THE
MANDATORY MOUSE
TRAINING CLASS.



I SEE YOU'RE USING
A WESTERN GRIP.
THAT'S JUST BEGGING
FOR CARPAL TUNNEL.



WEAK MUSCLES...
I'LL PUT YOU IN THE
TWO-HANDED MOUSE
CLASS.



MOUSE TRAINING

WHO WANTS TO SHARE
AN OPINION ON WHY
MOUSE TRAINING IS
IMPOR-
TANT?



OOH-
OOH!
PICK
ME!



YES,
WALLY.



NO ONE?

MOUSE TRAINING

TODAY YOU WILL
LEARN HOW TO AVOID
PREMATURE
CLICK-
AGE.



CONTORT YOUR FACE
AND VISUALIZE
WHAT YOU LOOK
LIKE WITH A
CONTORTED FACE.



NOW PAIR OFF AND
WE'LL DO SOME
FINGER EXERCISES
THAT I CALL "THE
THREE STOOGES."



OUR SURVEY OF
CUSTOMER SATIS-
FACTION SHOWS
IMPROVEMENT.



THE FOCUS GROUP
SPONTANEOUSLY
ATTACKED OUR
RESEARCHERS USING
NUMBER TWO PENCILS
AS SHIVS.



THAT'S
AN
IMPROVE-
MENT?

LAST YEAR
THE ATTACK
WAS PRE-
MEDITATED.





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THIS IS OUR NEW CEO,
RUFUS T. SKWERREL.
HIS FIRST JOB WAS
TRAILER PARK BURGLAR.



BUT THANKS TO A
SERIES OF MERGERS
AND ACQUISITIONS,
NOT TO MENTION
SUSPICIOUS ACCOUNT-
ING, HERE WE ARE.



WOULD
YOU LIKE
TO SAY
A FEW
WORDS?

WALLET
AND
WATCH.



I LIKE OUR NEW
CEO. HE HAS
CHARISMA.



THE MAN SURE KNOWS
HOW TO ROB. HE'S
A MIRACLE WORKER
WITH DUCT TAPE.



HE EVEN
GAVE ME
BACK MY
EMPTYED
WALLET.

CLASSY
MOVE.



THEN OUR NEW CEO
BACKED UP A MOVING
VAN TO THE BUILDING
AND ROBBED US.



AT FIRST WE THOUGHT
HE WAS BREAKING THE
LAW, BUT HE HAD A
WRITTEN OPINION
FROM HIS TAX LAWYER
SAYING IT WAS
PROBABLY OKAY.



WHAT
DID THE
BOARD
OF DIREC-
TORS DO?



AFTER
LOADING
THE VAN?



TO REMIND US ALL
OF OUR NEED TO
REDUCE EXPENSES,
THE NEW DRESS
CODE IS BARRELS.



EXCEPT FOR FRIDAY,
WHICH WILL BE
CASUAL BARREL
DAY.



HAS ANYONE ELSE
NOTICED THAT THE
BARREL RIDES UP
ON YOU WHEN YOU
SIT?



SET UP A MEETING
WITH THE CUSTOMER
SO WE CAN DEMON-
STRATE OUR TECH-
NOLOGY.



IT'S HUMILIATING
BECAUSE WE'RE SO
POOR NOW. WHAT
WILL I FEED THEM?



IF YOU THINK THE
FOOD IS GREAT, WAIT
UNTIL YOU SEE OUR
TECHNO-
LOGY!



I'M SENDING YOU
TO ELBONIA FOR A
MEETING, BUT WE'RE
ON A TIGHT
BUDGET.



SO THERE WILL BE
NO LIMO SERVICE
TO THE AIRPORT.
GO THERE IN THE
CHEAPEST POSSIBLE
WAY.



AND THEN I STARTED
BROWNIE'S
BARREL
SERVICE.





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BY
SCOTT ADAMS

I COMPLETED
THE FEASIBILITY
ANALYSIS.

IT WOULD TAKE US
TWO YEARS TO BUILD
A PRODUCT THAT
WILL BE OBSOLETE
ONE YEAR FROM NOW.

OKAY, LET'S
GET STARTED.

UM... NO, THE POINT
IS THAT THE PROJECT
CAN'T SUCCEED.

WE WANT PEOPLE TO
THINK WE'RE DEVELOP-
ING THIS SORT OF
PRODUCT, SO WE'LL BE
CREDIBLE IN THE
MARKET.

SO OUR PLAN IS TO
DO STUPID THINGS
UNTIL WE APPEAR
CREDIBLE?

EXACTLY.

**GAAA!! MY
LIFE IS A
COMPLETE
WASTE!!**

TOMORROW I'LL
ASK HIM WHY HE'S
BEHIND SCHEDULE.

VERY EVIL.
NICELY DONE.

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I DON'T
SEE YOUR
RESERVA-
TION.



MAYBE IT'S BECAUSE
ALL OF OUR COMPUTERS
ARE CARDBOARD PROPS
THAT WE STOLE FROM A
FURNITURE STORE.



FOR SECURITY
PURPOSES, WOULD
YOU CARE TO
FRISK ME?



IN ELBONIA

EXCUSE ME. MY BOSS
IS CHEAP; CAN YOU
DIRECT ME TO A BAD
HOTEL?



I RECOMMEND THE
BUBONIC INN. IT
IS SO BAD THEY
WILL PAY YOU TO
STAY THERE.



WHAT KIND OF FLEAS
DO YOU WANT IN
YOUR MATTRESS?

LAZY ONES.



IN ELBONIA

YES, MY COMPANY
IS SO BROKE THAT
OUR DRESS CODE IS
BARRELS...



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BUT WHAT WE
LACK IN FASHION
WE MAKE UP FOR
IN... UMM...



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DID I ALREADY
SAY LACK OF
FASHION?



OUR DRESS CODE
POLICY WILL GO
BACK TO BUSINESS
ATTIRE.



AND I WILL KEEP
CHANGING THE DRESS
CODE UNTIL I FIND
THE CLOTHING STYLE
THAT MAKES OUR
PROFITS GO UP!



LATER, AT THE SAR-
TORIAL ALCHEMY LAB

WATCH OUT. THIS
MIGHT SPARK.



DILBERT, MEET A
WOMAN WHO ACTS
PEEVED AT ANY
SORT OF QUESTION.



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HOW
ARE
YOU?



HOW
AM
I ???

WOW. I
GOTTA SHOW
THIS TO
WALLY.



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GRAB YOUR DENTAL
FLOSS AND FOLLOW
ME. I'LL EXPLAIN
ON THE WAY.



OKAY.

THE NEWLY HIRED
MUTANT IS NAMED
"PEEVED EVE." WAIT
UNTIL YOU SEE HER
PEEVED EXPRESSION.



HEE
HEE!

GAAA!
PUBLIC
FLOSSING!





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BY

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FULL
SERVICE
BROKER

I'M BOB WEASELTON,
YOUR FULL-SERVICE
STOCKBROKER.

THERE ARE TWO
WAYS WE CAN
GO HERE.

OPTION ONE: I
ACT AS IF BROKERS
KNOW WHICH STOCKS
ARE BETTER THAN
OTHERS.

THEN I'LL EARN YOUR
TRUST BY COMPARING
YOUR PORTFOLIO TO
MISLEADING BENCH-
MARKS.

BUT I PREFER
A MORE DIRECT
APPROACH.

OPTION TWO: I
SELL YOU WHATEVER
GARBAGE EARNS
ME THE BIGGEST
COMMISSION.

WOULD YOU DO ME
A FAVOR AND LIE
TO ME?

NICE
HAIRCUT.

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I DESIGNED THE
USER INTERFACE
MYSELF. HOW DO
YOU LIKE THE
COLORS?



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PUKE



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FLU?

INTERFACE
DESIGN.



YOU HAVE CHRONIC
MAHJOBBI CRAPPUS
BUT THAT'S NOT WHY
YOU PUKED.



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HAVE YOU BEEN
EXPOSED TO ANY
USER INTERFACES
DESIGNED BY
ENGINEERS?



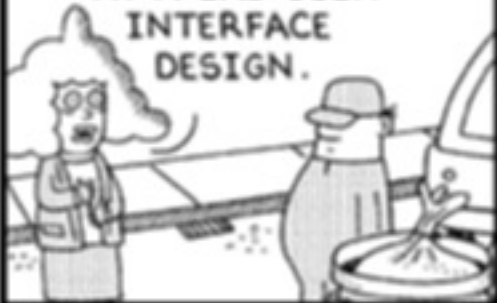
YES.

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YOU HAVE INTERFACE
POISONING. YOU'LL
BE DEAD IN A WEEK.



I HAVE ONE WEEK TO
LIVE. I'VE BEEN
POISONED BY LOOKING
AT A BAD USER
INTERFACE
DESIGN.



I SEE A LOT OF THIS.
THE ONLY CURE IS TO
CROWD OUT THE UGLY
MEMORY WITH IMAGES
OF STAGGERING
BEAUTY.



WHERE
WOULD
I...



DRINK IT
IN, BABY.
AND DON'T
FORGET IT.



NORMA'S SON
FINISHED THREE
PROJECTS LAST
YEAR. YOU ONLY
DID ONE.



HIS CUBICLE IS A
DOUBLE-WIDE. AND
HIS CEO ONCE SAID
HI TO HIM IN THE
ELEVATOR.

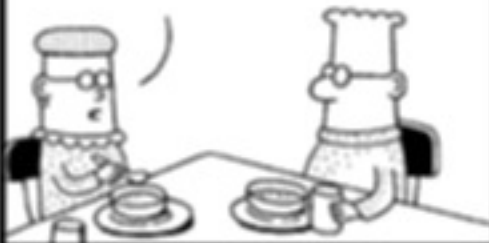


THANKS TO YOU, MY
"SCRABBLE" NIGHT IS
A LIVING HELL.

DO YOU STILL
USE COUNTER-
FEIT VOWELS?



WHY HAVE YOU ONLY
FINISHED ONE
PROJECT AT WORK
THIS YEAR? NORMA'S
SON DID THREE.



YOU CAN'T MEASURE
SOMEONE'S WORTH
BY COUNTING THE
NUMBER OF PROJECTS
HE DOES.



MAYBE WE SHOULD
TRACK ROI INSTEAD.

WHY, BECAUSE
YOU'RE LOSING?



IN SCHOOL, I WAS
ALWAYS THE LAST
KID PICKED TO BE
ON A TEAM.



I NEED TWO PEOPLE
RIGHT NOW. I'LL
TAKE ASOK AND...
I'LL KEEP LOOKING.



SO IT'S
LIKE A
SUPER
POWER?



PRETTY
MUCH.





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BY
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TELL EVERYONE I'LL
BE THERE IN A
MINUTE.

SNIFF

WHAT'S ALL THAT
SNIFFING ABOUT?
DO YOU HAVE A
COLD?

LITTLE
ONE.

COUGH

GAAA!!! I
TOOK A
DIRECT
HIT!

THE COOTIES ARE
BURROWING INTO
MY SKIN.

I'M
UNCLEAN!!

I HOPE THAT'S WHAT
MOTIVATION LOOKS
LIKE.

CLOSE
ENOUGH.

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DILBERT, I WANT
YOU TO INTEGRATE
OUR SALES DATABASE
WITH OUR INVENTORY
AND FINANCE SYSTEMS.



THE MANAGERS OF
THOSE SYSTEMS ARE
A NITWIT, AN OGRE,
AND A 怪物!
RESPECTIVELY.



AND THEY KNOW THAT
TWO OF THEM WILL BE
FIRED WHEN IT'S
COMPLETE.

I CAN GET
THAT DONE
IN THIRTY
YEARS.



OUR PROJECT TEAM
IS COMPOSED OF A
NITWIT, AN OGRE,
AND A #\$\$!%!

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WHICH ONE OF
THEM IS THE
NITWIT?

YOU DIDN'T BRING
DONUTS. MAY I
EAT THE NITWIT?

YES.

POOR
GUY.

replied. © 2002 United Feature Syndicate, Inc.

MY PROJECT IS STALLED
BECAUSE MY NITWIT
HATES MY OGRE, AND
MY 非参! WON'T DO
ANY WORK.



MY OGRE ATE MY
NITWIT AND MY
非参! IS TRYING TO
BLAME ME FOR IT.



DO YOU WANT TO
BORROW MY
NITWIT?



NO, I HAVE
A REQUISITION
IN.



WE PROVIDE WIN-WIN
SCENARIOS AND
CUSTOMER-FOCUSED
SOLUTIONS.



UH...OKAY...
BUT WHAT IS THE
ACTUAL PRODUCT
OR SERVICE YOU
SELL?



WE DON'T
SELL; WE
PARTNER.



I DON'T
BUY; I
SHOVEL.



THE VENDOR THAT
COULDN'T DESCRIBE
HIS COMPANY'S PRODUCT

IT INTEGRATES
THE RESOURCES...



TO OPTIMIZE THE
PERFORMANCE OF
TECHNOLOGY.

YEAH, BUT
WHAT
IS IT?



HEY, IF YOU DON'T
WANT YOUR RESOURCES
TO BE INTEGRATED,
JUST SAY SO.



DILBERT, PUT
TOGETHER A TEAM TO
DECIDE WHO'LL BE
ON THE STRATEGY
COUNCIL.



YOU WANT ME TO
FORM A COMMITTEE
TO CREATE A COM-
MITTEE THAT WILL
PRODUCE A DOCUMENT
THAT WILL BE
IGNORED?



NO, IT'S A TEAM
TO CREATE A COUNCIL.

CAN I BE ON
THE TEAM
THAT IGNORES
THE DOCUMENT?





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BY
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WALLY, IT'S TIME
FOR YOUR ANNUAL
PERFORMANCE
REVIEW.

NONE OF MY
USUAL WORDS
FIT YOUR
SITUATION.

SO I HAD TO HIT
THE THESAURUS
PRETTY HARD.

YOUR OVERALL
RATING IS
"FERAL."

YOUR LEADER-
SHIP SKILLS
ARE RATED
"SQUIRRELY."

AND YOUR TEAM-
WORK IS A SOLID
"COOT."

YOUR LONG-TERM
POTENTIAL IS TO
DIE IN THE LAND-
SCAPING AND
BECOME COMPOST.

HOW'D
IT GO?

I WASN'T
REALLY
LISTENING.

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A SURVEY OF YOUR
TV AD EFFECTIVENESS
SHOWS THAT NO ONE
HAS HEARD OF YOUR
COMPANY.



YOUR AD ONLY SAYS
YOUR NAME ONCE, AT
THE END OF A BORING
COMMERCIAL WHEN
VIEWERS HAVE
DRIFTED
OFF.



I RECOMMEND THROW-
ING YOUR AD MONEY
INTO A
SPECIAL
KIND OF
HOLE.



RATBERT, I NEED YOU
TO DIG A HUGE RAT
HOLE, SO COMPANIES
CAN THROW MONEY
IN IT.

YES!!!



I MIGHT
SHARE
SOME OF
THE MONEY
WITH
YOU.

YOU HAD
ME AT
"HOLE."



WHEN
SHOULD
I STOP
DIGGING?

WHEN
YOU
SMELL
FEET.



MAY I THROW MONEY
DOWN THE RAT HOLE?

SHOW ME YOUR
BUSINESS
PLAN.

RAT
HOLE



YOU PLAN TO PAY HUGE
INVESTMENT BANKING
FEES TO BUY A LOW-
MARGIN, MONEY-
LOSING
BUSINESS...

FOR AN EXTRA FEE,
I'LL PUSH YOU IN THE
HOLE AND
TAKE YOUR
MONEY.

OOOH,
SOUNDS
GOOD.

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I CAN'T DECIDE IF
I SHOULD THROW
25 MILLION DOLLARS
DOWN A RAT HOLE
OR...



... BUY A RIDE
INTO SPACE ON A
RUSSIAN ROCKET
SHIP.



WHAT
ABOUT
THE
POOR?



DO THEY
HAVE A
ROCKET?



DOES ANYONE HAVE
A SUGGESTION FOR
REDUCING OUR
INVENTORY?



LET'S SELL IT TO
OUR CUSTOMERS.



WOULD
THAT
WORK?

FEEL FREE
TO TELL THE
BOARD THAT
IT'S YOUR
IDEA.



MY VACATION STARTS
IN TEN MINUTES.



I TIED UP ALL
OF MY LOOSE
ENDS. I ONLY
NEED TO WALK
OUT THE DOOR.



I TOLD A REPORTER
THAT WE DESIGNED
A COMPUTER MADE
ENTIRELY OF RE-
CYCLED PAPER.





DILBERT®



BY
SCOTT ADAMS

THE THREE PILLARS
OF OUR PYRAMID ARE
COMMUNICATION,
INTEGRITY, AND
TEAMWORK.



QUESTION: SINCE
WHEN DO PYRAMIDS
HAVE PILLARS?



ANSWER:
SHUT UP.



PROBLEM: ALL OF
MY TEAM MEMBERS
ARE IDIOTS.



IF I COMMUNICATE
MY HONEST OPINION
OF THEIR IDEAS, I
WON'T BE A TEAM
PLAYER.



BUT IF I PRETEND
TO AGREE WITH
THEIR BAD IDEAS,
I WON'T HAVE
INTEGRITY.



SO INSTEAD OF
BEING A PYRAMID,
CAN I BE A TWO-
LEGGED STOOL LIKE
YOU?



WOW! THAT WAS MUCH
BETTER THAN MY
PILLAR
QUESTION.

AREN'T I
ON YOUR
TEAM?



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IF WE CAN PUT A MAN
ON THE MOON, WE CAN
BUILD A COMPUTER
MADE ENTIRELY OF
RECYCLED PAPER.



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YOUR FLAWED ANALO-
GY ONLY SHOWS THAT
OTHER PEOPLE CAN
DO OTHER THINGS.



MAYBE YOU SHOULD
CALL OTHER PEOPLE
AND ASK HOW THEY
DO IT.

MAYBE THEY
USE GOOD
ANALOGIES.



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I ASKED DILBERT TO
LEAD THE TEAM IN
MAKING A COMPUTER
ENTIRELY FROM
RECYCLED PAPER.



HA HA HA!!
YOU ARE TOTALLY
DOOMED TO
FAIL!!



WALLY IS TEACHING ME
TO FIND JOY IN THE
MISERY OF OTHERS.

YOU'RE ON MY
PROJECT TEAM.





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MARKETING

SOMEONE NAMED
WALLY IS TELLING
US TO LAUNCH THE
NEW PRODUCT.



OR IT MIGHT SAY TO
EAT LUNCH WITH A
PENGUIN. IT HAS
A FEW
TYPOS.



I ALREADY
ATE, SO
LET'S DO
THE
OTHER
THING.

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CAN YOU COME
TO THE PRODUCT-
LAUNCH PARTY
NEXT WEEK?



NO. I'LL BE WORKING
DAY AND NIGHT FOR
FIVE YEARS TO BUILD
THE PRODUCT YOU
THINK YOU'RE
LAUNCHING.



SOMETHING TELLS ME
YOU DON'T ADD MUCH
TO A PARTY.



DOES MY LATEST
ASSIGNMENT LOOK
IMPOSSIBLE?



LET'S SEE... YOU'D
NEED TO SLOW THE
SPEED OF LIGHT, AND
PERFECT THE ART
OF HUMAN CLONING...



SO
THERE'S
HOPE?



ELIMINATE
GRAVITY,
STOP THE
SUN, RE-
ANIMATE
THE DEAD...



CAN YOU HELP ME
WEASEL OUT OF AN
IMPOSSIBLE
ASSIGNMENT?

YOU CAME
TO THE RIGHT
PLACE.



GRADUALLY REWORD
THE OBJECTIVES OF
THE PROJECT UNTIL
ONE DAY THEY MATCH
WHAT YOU'VE ALREADY
DONE.



SIX MONTHS LATER

I SUCCESSFULLY ANA-
LYZED THE FEASIBIL-
ITY OF DISCONTINU-
ING THE PROJECT.



SUCCESS!





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BY
SCOTT ADAMS

I DID
WHAT?

YOU TALKED TO MY
BOSS WITHOUT MY
PERMISSION.

I DON'T REMEMBER
READING A RULE
AGAINST THAT.

THAT'S BECAUSE IT'S
AN UNWRITTEN
RULE.

UNWRITTEN YOU SAY?
HMM... ISN'T THAT
INTERESTING? I
WONDER WHY IT'S
UNWRITTEN.

I WOULD THINK
YOU'D BE PROUD TO
WRITE DOWN AN
EXCELLENT RULE
SUCH AS THAT.

BUT IF YOU PREFER TO
KEEP TRANSMITTING
RULES BY ESP, YOUR
SKULL SEEMS TO BE
BLOCKING THE OUT-
GOING SIGNALS.

IF YOU'RE SENDING
A NEW RULE NOW,
TURN YOUR HEAD
SO IT CAN COME
OUT YOUR
EAR HOLE.

DOGBERT THE INVEST-
MENT BANKER

HERE'S A DEAL SHEET
FOR A COMPANY
YOU SHOULD BUY.



THEY'RE DEFENDING
AGAINST A TRILLION-
DOLLAR ASBESTOS
LAWSUIT, AND THEY
HAVE NO EARNINGS.



BUT THAT'S OKAY,
BECAUSE STOCK
ANALYSTS DON'T
DIG THAT FAR
INTO THE
MINUTIAE.



DOGBERT THE INVEST-
MENT BANKER

WE HAVE ALL OF THE
ELEMENTS TO MAKE
THE MERGER A SUCCESS.

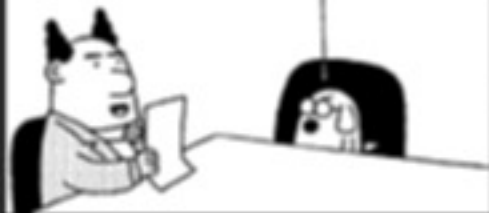


...CORRUPT AUDITORS,
CORRUPT CFO, CORRUPT
STOCK ANALYSTS,
GREEDY BANKERS AND
CLUELESS BOARD
MEMBERS.



AND
YOU?

WHAT
ARE YOU
IMPLYING?



DOGBERT THE INVEST-
MENT BANKER

I HIRED A WEASEL
TO TEACH YOU HOW
TO ANSWER MEDIA
QUESTIONS.



NO MATTER WHAT
THE REPORTERS ASK,
ALWAYS GIVE THE SAME
ANSWER: "IT WILL BE
GOOD FOR STOCK-
HOLDERS."



IS IT TRUE THAT YOU
RAN OVER A STOCK-
HOLDER IN THE PARK-
ING LOT?

IT'LL BE GOOD
FOR HIM.



I WORRY THAT OUR
UPCOMING MERGER
IS NOTHING BUT A
HUGE SCAM ON OUR
STOCKHOLDERS.



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BUWAHA-
HAHAHA!!



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I MEAN...
IT'S ACCRETIVE
TO EARNINGS.



THIS STOCKHOLDER
IS SUING US TO STOP
THE MERGER. GO
ROUGH HER UP.



THIS ASSIGNMENT
DISTURBS ME ON
MANY LEVELS.

NAME
ONE.



IT WILL
MAKE THE
HOLIDAYS
TENSE.

BLAH.
BLAH.
BLAH.



MOM, YOU HAVE TO
DROP YOUR LAWSUIT
AGAINST MY COMPANY.
THEY FIGHT DIRTY.



BRING 'EM ON!
I'VE BEEN WATCHING
MY "TAE BO" VIDEOS!
I'LL DISPATCH THEIR
GOONS TO HELL!



THEY
SENT
ME. I'M
THEIR
GOON.



AFTER
DINNER,
I'M GOING
BILLY BLANKS
ON YOUR
BUTT!





DILBERT®



BY

SCOTT ADAMS

THANKS TO AN EPIC
YEAR OF UNETHICAL
BEHAVIOR...



WE NEED TO DO
SOME REBRANDING
SO THAT NO ONE
KNOWS WHO WE
ARE.



I HIRED THE
DOGBERT CONSULT-
ING COMPANY TO
HELP.



YOU CAN'T FIX YOUR
IMAGE ALL AT ONCE.
I RECOMMEND START-
ING WITH SMALL
IMPROVEMENTS.



FIRST, RENAME THE
COMPANY TO
STINKINGWEASELS INC.



THE NEW SLOGAN
WILL BE "WE STEAL
IN WAYS YOU'VE
NEVER EVEN HEARD
OF."



FOR YOUR SPOKES-
PERSON, I RECOM-
MEND HIRING A
PIRATE WITH A
DISEASED PARROT.



NO?

WE HAVE
STANDARDS.



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MOM, I'LL GET FIRED
UNLESS YOU DROP
YOUR LAWSUIT AGAINST
MY COMPANY.



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WHY DO YOU WORK
FOR A COMPANY
THAT'S MANAGED
BY DESPICABLE
WEASELS?



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THEY TELL ME IT'S
BECAUSE I ENJOY
THE CHALLENGE.

I DEMAND A
DNA TEST.



DOGBERT THE ATTORNEY

YOUR BEST DEFENSE
IS TO SAY YOU WERE
IGNORANT OF YOUR
COMPANY'S
STOCK MANIPU-
LATION.



WE NEED TO CONVINCE
A JUDGE THAT YOU'RE
DUMBER THAN CHOCO-
LATE PANTS AT AN
OUTDOOR LAS VEGAS
PHOTOGRAPHY CONVEN-
TION.



I DON'T
GET
THAT.

E-E-EXCELLENT.



I WILL PROVE THAT
MY CLIENT IS TOO
DUMB TO
EMBEZZLE.



OR, FAILING IN
THAT, I'LL PROVE
THAT YOU'RE TOO
DUMB TO KNOW HE
DID IT.



MISTER
DOGBERT...

DON'T GET
ME START-
ED ABOUT
YOU.



WE FIND THE DEFEN-
DANT GUILTY AND WE
SENTENCE HIM TO
DEATH.



UMM...WE HAVEN'T
DELIBERATED. WE
HAVEN'T EVEN HEARD
ANY EVIDENCE YET.



OKAY, SO, WHAT I'M
HEARING IS THAT
LENO'S MONOLOGUE
IS NOT EVIDENCE?



DOGBERT THE ATTORNEY

YOUR HONOR, IS IT
TOO LATE TO CHANGE
SIDES?



AFTER HEARING THE
EVIDENCE, I WANT
TO PUNISH MY
CLIENT.

NO?



I EXPECT SOME
AWKWARD SILENCES
DURING THE NEXT
BREAK.



THE COURT FINDS YOU
GUILTY OF DEFRAUDING
STOCKHOLDERS.



YOU WILL SERVE
YOUR TIME IN A
PLACE SO HORRIBLE
THAT IT HAS NO NAME.



HERE'S
YOUR
ROOMIE.





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WE NEED TO SHOW
MORE CORPORATE
SOCIAL RESPONSIBILITY.

OKAY, I'LL CUT YOUR
SALARY AND GIVE
THE EXTRA MONEY
TO POOR PEOPLE.

I WAS HOPING WE
COULD HOSE THE
STOCKHOLDERS.
NOT ME.

THAT WOULD HURT
MY STOCK OPTIONS.

WHAT IF WE
POLLUTE LESS?

YES, YES! THAT'S
WHAT I'M TALKING
ABOUT. WE COULD
POLLUTE LESS!

OKAY, TAKE A BUCKET
TO THE RIVER AND
SEE HOW MUCH OF
OUR SLUDGE YOU
CAN GET OUT.

WHERE WOULD
I PUT IT?

IS IT JUST ME OR
HAS THE COFFEE
IMPROVED?

ZESTY!

POINTY-HAIRED CONVICT

I'VE GOT TO FIND A
WAY TO BUST OUT OF
THIS JOINT.



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TRY
WALKING
BACKWARD.



WELL, THAT DIDN'T
WORK... OH, I GET
IT: THIS IS A LITTLE
JOKE YOU PLAY ON
ALL THE FRESH MEAT.



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WHAT HAPPENED
WHILE I WAS IN
JAIL?



MORALE SKYROCKETED,
PROFITS SOARED, AND
FOR THE FIRST TIME,
LIFE HAD MEANING.



IT'S JUST MY LUCK
THAT I'D MISS
THOSE TWO DAYS.



HERE'S THE TEMP
YOU REQUESTED.



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GAAA!!! NO
HANDSHAKE! I'M
AFRAID OF
COMMITMENT!!



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I WON'T NEED A
CHAIR. I LIKE TO
STAND IN THIS
POSITION.



I'M A TEMP WITH A
FEAR OF COMMITMENT.
I KEEP ONE FOOT OUT
THE DOOR.



WHATEVER. JUST
TAKE CARE OF THIS
FOR ME. IT'LL TAKE
TEN MINUTES.



I'VE DEVELOPED A
NEW THEORY OF
INTELLIGENCE THAT
I CALL "DROP-BY I.Q."



IT'S A MEASURE OF
HOW LONG A DROP-
BY VISITOR WILL
STAY IN YOUR
CUBICLE WHEN
YOU'RE TRYING
TO WORK



ONE
HOUR
AND
COUNT-
ING.

...AND
THAT'S WHY
I'M AFRAID
OF BANANAS.



DON'T GIVE PERFORMANCE REVIEWS ON TIME.



WAIT UNTIL AN EMPLOYEE SCREWS UP SOMETHING BIG, THEN POUNCE!



...I FORGOT TO UN-PLUG THE DEMO UNIT AND IT BURNED DOWN OUR CUSTOMER'S HEADQUARTERS.





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AND THEN I WOULD
END THE PRESENTATION
WITH THIS.



WHO! I DON'T LIKE
THE LOOK OF THAT
BACKGROUND COLOR.



RED SAYS DANGER.
WE DON'T WANT TO
SCARE OUR
CUSTOMERS.



UM... OKAY. HOW
ABOUT YELLOW?



YELLOW? ARE WE
SAYING WE'RE
COWARDS?



WHAT WE NEED IS A
COMMITTEE TO SET
SOME STANDARDS
FOR BACKGROUND
COLORS.



WHAT WE NEED IS A
METEOR TO PULVERIZE
YOU THREE POINTY-
HAIRCED, MICRO-
MANAGING NITWITS.



IF YOU DIDN'T MOVE
YOUR MOUTH, HOW
DID IT GET OUT?

IT CAME OUT OF
MY EAR HOLE.



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...AND I NEED IT
THIS AFTERNOON.

FORGET IT!
I'M A SHORT-
TIMER.

I PLAN TO SIT IN
THIS CHAIR AND
NOT MOVE MY ARMS
OR LEGS FOR A
WEEK. AFTER THAT,
I'LL NEVER WORK
ANOTHER DAY!

I HESITATE TO ASK
THIS, BUT I HAVE
AN ITCH IN AN
AWKWARD
PLACE.

ASOK, GO GET THE
SHORT-TIMER AND
PUSH HIS CHAIR TO
MY OFFICE.

IS HE
INJURED?

NO, HE REFUSES TO
MOVE HIS ARMS OR
LEGS UNTIL RETIRE-
MENT.

ARE YOU A GOOD
EXAMPLE OF WHAT
IS CALLED A "PIECE
OF WORK"?

EXCEPT FOR
THE "WORK"
PART.

THE SHORT-TIMER

YOU'RE RETIRING
SOON, SO YOU CAN
GIVE ME HONEST
FEEDBACK.



WOULDN'T THAT
BE HARDER THAN
DOING ABSOLUTELY
NOTHING?



HOW ABOUT IF I
CREATE THE ILLUSION
OF LISTENING WHILE
I FANTASIZE ABOUT
FISHING?



GOOD
ENOUGH.

THE SHORT-TIMER

HOW WILL YOU LEAVE
IF YOU REFUSE TO
USE ANY MAJOR
MUSCLE GROUPS UNTIL
RETIREMENT?



I'M HOPING SOME-
ONE WILL BUY ME A
MOTORIZED WHEEL-
CHAIR AND LIFT ME
INTO IT.



I WOULD BE WILLING
TO DRAG YOU TO THE
CURB.

FACE
UP?



THERE'S AN EMERGENCY STRATEGY MEETING IN FIVE MINUTES.



I WAS ALL WARM AND COZY IN MY CUBICLE PARADISE.
WHY MUST YOU RUIN IT?



CAN YOU HEAR THE SOUND OF ME NOT CARING?



WE NEED A CLEAR
STRATEGY. DOES
ANYONE HAVE A
SUGGESTION?



LET'S FIGURE OUT
WHAT MAKES US
THE MOST PROFIT,
AND THEN DO MORE
OF IT.



IT NEEDS
TO BE LESS
CLEAR
THAN THAT.

CAN
IT BE
ILLEGAL?





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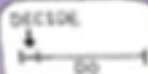


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THE ORIGINAL SCHEDULE LOOKED LIKE THIS...



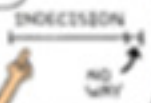
ONE MONTH FOR A MANAGEMENT DECISION AND ONE YEAR TO DO THE PROJECT.



THE REVISED SCHEDULE IS THIS...



ONE YEAR OF INDECISION FOLLOWED BY INTENSE PRESSURE TO DO THE IMPOSSIBLE BEFORE THE DEADLINE.



NOW IF YOU'LL EACH TAKE A PAIR OF 3-D GLASSES...



YOU CAN SEE THE LAYERS OF MANAGEMENT INCOMPETENCE PRACTICALLY JUMP OUT AT YOU.



NOW SCRATCH ONE OF THESE SCENTED CARDS TO SNIFF THE UNMISTAKABLE ODOR OF DOOM.



I DON'T SMELL ANYTHING. IS MINE BROKEN?



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THE MARKETING
DEPARTMENT WANTS
YOU TO BUILD A
DEVICE THAT TURNS
CUSTOMERS INTO
SHEEP.



WHY? SO THEY'LL
BUY WHATEVER
WE TELL THEM
TO BUY?



TO BE HONEST, WE
HAVEN'T GIVEN IT
MUCH THOUGHT
BEYOND FREE WOOL.



MY INVENTION WILL
TURN PEOPLE INTO
MINDLESS SHEEP.



I'M CURIOUS HOW
YOU'LL KNOW IT
WORKS. I ASSUME
IT'S MOSTLY A
COSMETIC
CHANGE.



DOGBERT, DID
YOU UNPLUG IT
AS I ASKED YOU?

COULDN'T
BE
BOTHERED.



A LAB ACCIDENT
TURNED ME INTO
A SHEEP.



IT'S NOT ALL BAD.
IN ADDITION TO
BEING SOFT AND
WARM, I NEVER NEED
TO FORM OPINIONS.



IF YOU WANT SOME
WOOL, JUST GRAB ME
AND START SHAVING.
I'LL BARELY STRUGGLE.



BEFORE WE START THE MEETING, I SHOULD EXPLAIN HOW I TURNED INTO A SHEEP.



WHY DO PEOPLE THINK THEIR PROBLEMS ARE INTERESTING TO OTHER PEOPLE?



I STEPPED IN A PUDDLE.

I'M A FRICKEN SHEEP!!!



...AND THE NEXT
THING I KNEW,
I'D BEEN TURNED
INTO A SHEEP.



ON THE BRIGHT
SIDE, I WON'T
NEED TO REMIND
YOU TO WEAR A
SWEATER.



I WAS
HOPING
FOR ADVICE,
NOT
RIDICULE.



NO ONE
LIKES A
PUSHY
SHEEP.



YOU CAN REVERSE
THE SHEEP EFFECT
BY SIGNING UP
FOR A KICKBOXING
CLASS.



THE CHANGE WILL
HAPPEN QUICKLY,
SO BE PREPARED.

— UMM...OKAY.



SUDDENLY I REALIZE
HE MEANT "WEAR
PANTS."





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FROM NOW ON,
I PLAN TO WEAR
HEADPHONES IN
THE OFFICE.



I'LL BE DRUMMING
MY FINGERS AND
HUMMING ALL DAY.
I MIGHT EVEN
WHISTLE.



I CAN'T HEAR YOU,
BUT I ASSUME YOU'RE
WISHING ME LUCK.



OOPS, I DID
IT AGAIN...



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WITH HEADPHONES
I SOUND EXACTLY
LIKE BRITNEY
SPEARS.



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I'D SLAP HIM BUT
I DON'T WANT TO
TOUCH HIM.



THE LOWER LEFT PART
OF MY COMPUTER
SCREEN IS DEFECTIVE.
MAY I ORDER A
REPLACEMENT?



THAT PART OF
THE SCREEN IS
OVERRATED. TRY
IGNORING IT.



MAY I VIGOROUSLY
BANG MY HEAD ON
YOUR DESK?



SURE.
KNOCK
YOURSELF
OUT.



EACH OF YOU WILL
GET A SHIRT AS
PART OF MY WAR ON
WASTE PROGRAM!



I WOULDN'T WEAR
THAT SHIRT AT
HOME OR IN THE
OFFICE, SO WHAT
GOOD IS...



OH.
NEVER
MIND.



I SPRAINED MY
ARM USING THE
TV REMOTE CON-
TROL.



I TRIED TO CHANGE
THE CHANNEL AND
THE VOLUME AT
THE SAME TIME.



THAT'S WHY YOU
SHOULD ALWAYS
STRETCH FIRST.



WALLY, WHO'S
YOUR DOCTOR?

THIS IS A GUESS,
BUT I THINK YOUR
DOCTOR IS A VET.



I DON'T KNOW
ABOUT HIS MILITARY
SERVICE. I JUST
KNOW HE HAS GREAT
COOKIES.



AND I
LIKE IT
WHEN
HE RUBS
MY BELLY.



I KNOW
SOMETHING
YOU DON'T
KNOW.





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BY
SCOTT ADAMS

DILBERT, RESEARCH
THIS EXPENSE AND
FIND OUT WHAT
IT'S FOR.

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IT'S ONLY
\$2.37.

IT COULD TAKE
ALL DAY TO TRACK
IT DOWN!

I'M A HIGHLY
TRAINED ENGINEER.
NOT A CLERK.

HOW CAN YOU JUSTIFY
WASTING A VALUABLE
EMPLOYEE LIKE ME
ON A TRIVIAL TASK
LIKE THIS?!!

THAT REMINDS ME :
YOUR PROJECT GOT
CANCELED. THIS IS
YOUR ONLY ASSIGN-
MENT.

WOO-HOO!
IN YOUR
FACE!!!

I WONDER IF HE'LL
FIND OUT I SPENT
\$2.37 ON HIS "KUDOS"
AWARD.

HUMAN RESOURCES
IS SENDING A
DESIGNATED FIRER
TO DO LAYOFFS.



IF A STRANGER
APPROACHES YOUR
CUBICLE, IT MEANS
YOU'RE TOAST!



HELL-O-O-O, CAROL.

CAN YOU SHOW
ME WHERE TED
SITS?



HELL-O-O-O, TED.
I'M THE WEASEL
OF LAYOFFS.



IF THERE'S ANY
WAY I CAN MAKE
THIS EXPERIENCE
MORE HUMILIATING,
DON'T HESITATE TO
ASK.



WHY,
WHY
ME??!!

I'LL TAPE A
LIST OF YOUR
DEFECTS TO
YOUR OLD
CHAIR.



ASOK, TAKE THESE
PROJECT SUMMARIES
AND SUMMARIZE
THEM INTO ONE
SUMMARY.



AND WHEN YOU'RE
DONE, TAKE THAT
SUMMARY AND
SUMMARIZE IT.



WHAT IS A
SHORTER WORD
FOR DOOMED?



SO I TOLD HIM TO
STOP MAKING MOTOR
NOISES WITH HIS
LIPS.



GET THE SCORPION
KING ACTION FIGURE
AWAY FROM YOUR
SISTER'S BARBIE!!!



NOW SHE'S ALSO
TYPING A PERSONAL
MESSAGE WITH HER
NOSE!

IT'S A
TRIFECTA!



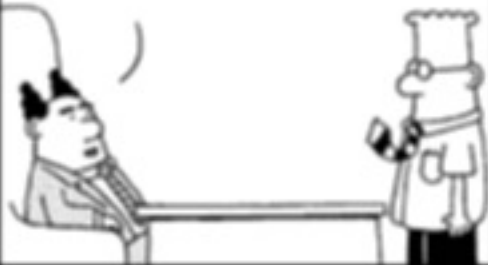
I NEED YOU TO DO
TED'S JOB AND YOUR
OWN JOB UNTIL WE
HIRE SOMEONE.



IF I DO WELL, YOU'LL
MAKE ME DO TWO
JOBS FOREVER. IF
I DO POORLY, I'LL
GET NO RAISE.



I CAN'T PROMISE
ANYTHING, BUT
THERE MIGHT BE
SOME VERBAL PRAISE
DOWN THE ROAD.



CAROL, TELL THOSE
KIDS THEY CAN'T
SKATEBOARD IN OUR
PARKING LOT.



SHOULD I GIVE THEM
A REASON, OR IS
THIS PART OF YOUR
MASTER PLAN TO
REMOVE ALL JOY
FROM THE UNIVERSE?



THEY
KNOW
ABOUT
THE
PLAN.



FOOL! I TOLD
YOU TO
BLAME OUR
INSURANCE
CARRIER!





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BY
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MY MAGNETIC-CANCEL-
LATION WHEEL WILL
CREATE UNLIMITED
FREE ENERGY.



BUWAHAHA!!!

I WILL USE THIS
TECHNOLOGY TO
RULE THE WORLD!!!



UM...
IT'S NOT
YOURS.

WHAT
TIME ARE
YOU GOING
TO BED?



MY DREAM WAS TO
SOMEDAY DECOMPOSE
AND BECOME FOSSIL
FUEL.



BUT DILBERT'S
CRUEL INVENTION
WILL MAKE FUEL
UNNECESSARY. NOW
MY LIFE HAS
NO PURPOSE!



YOU CAN
BE MY
DISPOSABLE
EVIL
LACKEY.



I - I - I
CAN?



WE'LL ARTIFICIALLY
BOOST REVENUES BY
SELLING TO OUR OWN
OFFSHORE SUBSIDIARY.



THEN WE'LL BOOK OUR
EXPENSES AS CAPITAL,
LIE TO THE MEDIA
ABOUT OUR PROSPECTS,
BRIBE AN INDUSTRY
ANALYST, AND CASH
OUT!



I KNOW I'M DOING
SOMETHING RIGHT
WHEN MY BUSINESS
PRACTICES GAG A RAT.



THE REPORTER FROM
MONEYBAGS MAGAZINE
IS HERE.

SEND
HIM
IN.

ARE YOU PLANNING
TO ASK MY EMPLOYEES
IF MY CLAIMS ARE
TRUE?

NAH, TOO
LAZY.

I CREDIT MY SUCCESS
TO THE FOOT MASSAGES
I PERSONALLY GIVE
TO EACH EMPLOYEE.

COVER
STORY!

I SOLD MY STOCK AND
MADE BILLIONS BEFORE
DRIVING MY COMPANY
INTO BANKRUPTCY.



NOW I DO THE
WEASEL DANCE.
HOO-AHI YEE-
HAI WOO-WOO-
WOO!



WOULD IT KILL
YOU TO CLAP
AND SING
ALONG?



THEN THEY RIP OUT
YOUR EGO AND THEY
PUT YOU IN A BOX
UNTIL YOU ROT!!



YOU'LL NEVER KNOW
IF YOU'RE DEAD OR
IF YOU'RE SIMPLY
ENVYING THE DEAD!!



HOW
WAS
"CAREER
DAY"?



KIDS THESE
DAYS ARE
AFRAID
OF WORK.





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SCOTT ADAMS

DILBERT, I WANT YOU TO WRITE A LETTER TO OUR NEW CUSTOMER.

I'LL TELL YOU WHAT TO SAY, THEN YOU'LL GO WRITE IT AND I'LL SIGN IT.

THIS WAY I WON'T WASTE MY VALUABLE EXECUTIVE TIME.

YES, THAT'S ONE POSSIBLE OUTCOME.

IT'S EFFICIENT.

HERE'S ANOTHER.

YOU'LL KEEP FORGETTING TO MENTION IMPORTANT THINGS THAT SHOULD BE IN THE LETTER.

I'LL BE TRAPPED IN AN ENDLESS LOOP OF WRITING, TRACKING YOU DOWN, GETTING CRITICIZED AND STARTING OVER.

OR YOU COULD SIMPLY WRITE THE LETTER YOURSELF AND SAVE US BOTH A HUGE HASSLE.

IN PARAGRAPH ONE, SAY SOMETHING LIKE "HI."

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I CALCULATED THE
IMPACT OF WORK
ON MY HEALTH AND
LIFE EXPECTANCY.



AT MY CURRENT
WORKLOAD, DOING
TWO PEOPLE'S JOBS,
I HAVE...SIX MONTHS
TO LIVE.



REMIND ME IN
FIVE AND A HALF
MONTHS SO I CAN
SHOP FOR A CARD.



ESTATE PLANNING

I EXPECT TO WORK
MYSELF TO DEATH IN
SIX MONTHS, SO I
NEED A WILL.



ARE YOU MENTALLY
INCOMPETENT?



I DON'T
THINK
SO.



OKAY THEN,
I'LL REMOVE
MY NAME FROM
THE LIST OF
BENEFICIA-
RIES.



ESTATE PLANNING

YOU CAN AVOID
PROBATE COSTS
BY CREATING A
LIVING TRUST.



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SO... I CAN USE
AN INCONVENIENT
SYSTEM CREATED
BY LAWYERS TO
AVOID A WORSE
SYSTEM CREATED BY
LAWYERS?



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ACCORDING TO
MY WATCH, THAT
WITTY OBSER-
VATION COST
YOU FOUR
DOLLARS.



I'M WELL ON MY
WAY TO AN EARLY
DEATH FROM
OVERWORKING.



I EXPECT A
VISIT FROM THE
GRIM REAPER
ANY DAY NOW.



YOU
DON'T
LOOK
GRIM.

UNLIKE
YOU, I
LOVE MY
JOB.



I WAS A GRIM
REAPER UNTIL I
STARTED TAKING
ANTIDEPRESSANTS.



I STILL REAP,
BECAUSE I LIKE
THE WORK,
BUT I'M
NOT GRIM.

DEATH



AM
I
DEAD?

NO, I'M OVER
MY LIMIT
TODAY, SO
I'M DOING
CATCH-AND-
RELEASE.



TECHNICALLY, I
WAS DEAD FOR
EIGHT MINUTES.



I DON'T KNOW
WHY I WASN'T
AFRAID.



OH.





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COME
WORK OUT
WITH ME.

WE DON'T
HAVE A
COMPANY
GYM.



TRY HAVING A
CONVERSATION WITH
JIM THE SECURITY
GUARD; IT'S TOTALLY
EXHAUSTING!



... BUT A COW IS NOT
ENTIRELY FULL OF
MILK; SOME OF IT IS
HAMBURGERS!



I PLAN TO SELL
AN ANTI-ITCH
LOTION THAT'S
REALLY JUST
HONEY.



I'LL PUT A TINY
DISCLAIMER ON
THE BOTTLE THAT
SAYS, "MIGHT
CAUSE ITCHING."



THAT'S
NOT
NICE.

AND THEN
I'LL SELL MY
CUSTOMER
LIST TO
BEARS.



I GOT AN
AWARD!



"THE 'FAMILY-HATERS
ASSOCIATION' IS
PROUD TO GIVE YOU
THIS AWARD FOR
YOUR ANTI-FAMILY
PRACTICES."



I HOPE
NO ONE
READS IT.



QUIT STARING. I
OVERSLEPT AND NOW
I HAVE A BAD CASE
OF BED HAIR.



I'M CONFUSED.
SURELY IT WOULD
HAVE GONE BACK
TO NORMAL AFTER
YOUR SHOWER.



PLEASE DO NOT
UNLEASH THE
UNHYGIENIC FIST
OF DEATH!



PERFORMANCE REVIEW

YOU DID TWO JOBS
FOR A YEAR AND
DID THEM WELL.



I HAVE NO BUDGET
FOR RAISES, SO ALL
I CAN OFFER IS AN
ATTABOY.



THE PROBLEM IS:
I DON'T WANT TO
CHEAPEN THE WHOLE
ATTABOY SYSTEM.



I CAN MONITOR
ALL EMPLOYEE
E-MAIL FROM
HERE.



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I'M LOOKING FOR
RECENTLY ESTRANGED
LOVERS SO I CAN
PROMOTE ONE
OF THEM OVER
THE OTHER.



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WHY IS MY NEW JOB
TITLE A LONG STRING
OF CURSE
WORDS?





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MAKE YOUR "POWER-
POINT" PRESENTATION
SO BORING THAT OUR
CEO WILL SLIP INTO
A TRANCE.



THEN I'LL WHISPER
TO HIM SUBLIMINAL
SUGGESTIONS TO
INCREASE OUR
BUDGET.



MORE
BUDGET.

KILL THE
POINTY-
HAired
MONSTER



BOB WILL DEMON-
STRATE OUR NEW
BIOMETRIC SECU-
RITY SYSTEM.



THE SYSTEM CHECKS
FOR PULSE, HEAT
AND FINGERPRINTS
TO IDENTIFY EACH
EMPLOYEE.



IT SAYS I DON'T
HAVE ANY OF THOSE
THINGS.

ARE YOU THE ONE
THEY CALL WALLY?



FOR THOUSANDS OF
GENERATIONS THE
MALES IN MY FAMILY
PRACTICED SELECTIVE
BREEDING.



THE GOAL WAS TO
PRODUCE OFFSPRING
THAT LEAVE NO BIO-
METRIC IMPRESSION:
NO PULSE, NO FINGER-
PRINTS, NO DNA.



WHY?

WE LIKE
TO ASK
"WHY
NOT?"



MY PLAN IS TO SELL
LOW-COST VIDEO-
PHONES TO DIM-
WITTED IDENTICAL
TWINS.



I'LL EVEN THROW
IN FREE LONG-
DISTANCE CALLING
BECAUSE THAT'S
THE KIND OF
GUY I AM.



GAAAA!!! WHAT ARE
YOU DOING AT MY
GIRLFRIEND'S
HOUSE???



A REPORTER WANTS
TO SEE YOU.



HE CLAIMS WE'VE
BEEN DELIVERING
ALL OF OUR GARBAGE
TO THE LOCAL PARK
FOR TWENTY YEARS.



HOW IS
THAT
EVEN
POSSIBLE?

THE SECRET
IS IN THE
SPREADING.



INVESTIGATIVE REPORTER

EXPLAIN WHY YOUR
COMPANY DUMPS
GARBAGE IN THE
PARK.



AND WHY DO YOU
DRIVE SUCH A HUGE,
WASTEFUL
VEHICLE?



I NEED YOU TO
SCRAPE SOMETHING
OFF MY TIRES AND
TAKE IT TO THE
PARK.





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DILBERT, I GOT A
NEW MEMBER FOR
YOUR PROJECT TEAM.



MY NAME IS RON
BUT EVERYONE
CALLS ME MO. I
DON'T KNOW
WHY.



MO, WHY IS YOUR
SHIRT ON BACK-
WARD?



WHAT??!
AGAIN??!



STAND BACK. I'LL
TRY TO FIX IT BY
QUICKLY TURNING
AROUND.



AAAGH!
HU-AAH!



OH, GREAT. NOW
DILBERT IS GONE.
I MUST HAVE ENTER-
ED ANOTHER DIM-
ENSION.



PLEASE TELL ME THAT
HIS PAY IS LOWER
THAN MINE.

I LOVE THIS
PART.



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I NEED YOUR SELF-EVALUATION SO I CAN WRITE YOUR PERFORMANCE REVIEW.



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REMEMBER TO RATE YOURSELF ON OUR CORE VALUES OF HONESTY AND INTEGRITY.



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WALLY CLAIMS HE DID NO WORK THIS YEAR. BUT HE'S DISHONEST. SO YOU CAN'T BE SURE.



ALL SHREDDERS ARE
BEING CENTRALIZED
AT OUR CORPORATE
HEADQUARTERS.



IF YOU NEED
SOMETHING
SHREDDED, GIVE
IT TO ASOK.



DUDE, I THINK HE
MEANT YOU WOULD
TAKE IT TO THE
SHREDDERS.



HOW DO I MAKE
THIS SOFTWARE
SCHEDULE ONE
PERSON TO TWO
TASKS AT THE
SAME TIME?



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I CAN WRITE A
PATCH THAT INSERTS
NEW MONTHS IN
THE TIMELINE.

[illegible]

AND THE SECOND
TASK IS DUE ON THE
FIFTEENTH OF
FLOOPYARY.



WE'RE GOING TO TRY
SOMETHING CALLED
EXTREME PROGRAM-
MING.



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FIRST, PICK A
PARTNER. THE TWO
OF YOU WILL WORK
AT ONE COMPUTER
FOR FORTY HOURS
A WEEK.



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THE NEW SYSTEM IS
A MINUTE OLD AND
I ALREADY HATE
EVERYONE.



EXTREME PROGRAMMING

I CAN'T GIVE YOU
ALL OF THESE
FEATURES IN THE
FIRST VERSION.



AND EACH FEATURE
NEEDS TO HAVE
WHAT WE CALL A
"USER STORY."



OKAY, HERE'S A
STORY: YOU GIVE
ME ALL OF MY
FEATURES OR I'LL
RUIN YOUR LIFE.



EXTREME PROGRAMMING

THE TWO OF YOU WILL
BE A CODE-WRITING
TEAM.



STUDIES PROVE THAT
TWO PROGRAMMERS
ON ONE COMPUTER
IS THE MOST PRODUC-
TIVE ARRANGEMENT.



SOMETIMES I CAN
WHISTLE THROUGH
BOTH NOSTRILS. I'VE
SAVED A FORTUNE
IN HARMONICAS.





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I THOUGHT
OF A GREAT
IDEA.

YOU COULD LET THE
PROJECT MANAGERS
MANAGE THEIR OWN
BUDGETS...WHAT?

YOU'RE GIVING ME
A LOOK. I MUST
TRY TO GUESS
WHAT IT MEANS.

WE DON'T DO THINGS
THAT WAY? IF IT
WERE A GOOD IDEA
YOU'D ALREADY BE
DOING IT?

MY IDEAS ARE POORLY
CONCEIVED?! I CAN'T
SEE THE BIG PICTURE?!

GAAA!!! I AM
IGNORANT AND
WORTHLESS!!

I MUST PUMMEL
MYSELF WITH MY
OWN TINY FISTS!!

ow!
ow!

THEY'RE
KINDA
SELF-
MANAGED
NOW.

VERY EVIL!
I PURR IN
YOUR
GENERAL
DIRECTION.

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HELLO, POTENTIAL
CLIENT. I'M A
CONSULTICK.



I'LL BURROW INTO
YOUR CORPORATE
SKIN, SUCK YOUR
CASH AND NEVER
LEAVE.



MY FIRM HAS A TRACK
RECORD OF HUGE
CONSULTING FAILURES
AND CONFLICTS OF
INTEREST!



THE CONSULTICK

HE'LL DO MORE
THAN GIVE US
BAD ADVICE...



HE'LL ALSO MAKE
SURE WE CAN'T
IMPLEMENT IT
WITHOUT HIM.



HA HAI NOW HE'S
BURROWING INTO
MY TORSO, AND I'VE
CONVINCED MYSELF
IT'S OKAY.



IT LOOKS LIKE YOU
NEED "DOGBERT'S
CONSULTANT
REMOVAL SERVICE."



HE'S IN THERE GOOD.
YOU MUST BE LOSING
A LOT OF CASH.



IT ALREADY SPREAD
TO YOUR WALLET.
I'LL HAVE TO OPERATE
IMMEDIATELY.



I CAN EITHER SAVE
YOUR LIFE OR THE
CONSULTANT'S LIFE.
BUT ONE OF YOU WILL
DIE.



GIVE US A
MINUTE TO
DISCUSS IT.



HE RECOMMENDS
THAT YOU KILL
ME.



THE CONSULTECTOMY
WAS SUCCESSFUL, BUT
YOU LOST A LOT OF
CASH.



WE'RE GIVING YOUR
WALLET A TRANS-
FUSION, BUT WE
HAD TO SEDATE AN
UNWILLING DONOR.



WHOEVER THOUGHT
OF HAPPY HOUR AT A
HOSPITAL ISH A
GENIUSH.



WALLY,
WOULD
YOU...

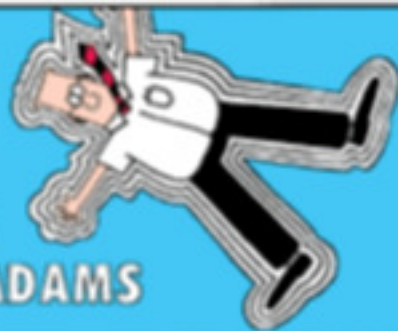
OH...NEVER MIND.
I SEE THAT YOU'RE
RADIATING AN
AURA OF EXTREME
INCOMPETENCE.

YOU FORGOT TO
TURN OFF YOUR
AURA.

IT TAKES
A MINUTE
TO COOL
DOWN.



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I WORK FOR AN
UNETHICAL COMPANY.
DOES THAT MAKE ME
A BAD PERSON?



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YOU'RE LOATHSOME
AND DESPICABLE.
IF CRUD WORE SHOES,
YOU WOULD
BE THE CRUD
IN THE CRUD'S
SHOES.



WHY DID THAT
SEEM REHEARSED?

THAT'S ALL I
THINK ABOUT
WHEN WE GO
FOR WALKS.



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I'M PUTTING YOU
IN CHARGE OF
BUILDING OUR NEW
TECHNOLOGY LAB.



PICK THE CONTRACTOR
WITH THE LOWEST BID.
I DON'T FORESEE ANY
PROBLEMS WITH THAT
STRATEGY.



SO, YOUR BID SAYS
YOU'LL DO THE JOB
FOR "...A CHANCE
TO GNAW ON WOOD."



YOUR CONSTRUCTION
BID IS THE LOWEST,
SO I HAVE TO AWARD
YOU THE JOB.



WHEN CAN YOUR TEAM
OF HIGHLY SKILLED
CRAFTSMEN BEGIN?

I'LL CALL
YOU.



DAY ONE: MY EX-
WIFE SET MY TRUCK
ON FIRE.



THE PROJECT IS
BEHIND SCHEDULE
BECAUSE OUR
CONTRACTOR IS A
LAZY BEAVER.



FOR A WHILE HE
WAS MAKING UP
EXCUSES. NOW, HE
DOESN'T RETURN
CALLS.



WHAT'S
YOUR PLAN?



I HOPE TO GET HIM
BACK TO MAKING UP
EXCUSES BY PROMIS-
ING HIM MORE JOBS
IN THE FUTURE.



WE NEED TO UPGRADE
OUR PC OPERATING
SYSTEMS, SO WE HAVE
A STABLE ENVIRON-
MENT FOR APPLI-
CATIONS.



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THINK OF IT
AS A FORM OF
TAXATION BY AN
EVIL SHADOW
GOVERNMENT.



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SHADOW GOVERN-
MENT? THAT'S
RIDICULOUS.



SHUT UP
AND PAY
ME.

FOR ONLY A MILLION
DOLLARS, YOU CAN
UPGRADE TO OUR
NEWEST SOFTWARE
VERSION.



OR YOU CAN SLOWLY
DECOMPOSE IN THE
MIASMA OF OUR
PLANNED OBSOLESCENCE.



WE CAN'T
AFFORD
TO UP-
GRADE
NOW.



SAY GOOD-
BYE TO
THE DIGITS
THREE AND
NINE.





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I'M BAILING OUT
OF YOUR PROJECT;
IT HAS THE SCENT
OF FAILURE.



I WILL ATTACH
MYSELF TO A MORE
SUCCESSFUL HOST
TO ENSURE MY
SURVIVAL.



DO YOU HAVE A PILL
FOR SOMEONE WHO
GETS REJECTED BY
WALLY?



IN RESPONSE TO
YOUR CONTINUOUS
HARPING ABOUT NOT
HAVING ENOUGH
FUNDING...



I HIRED AN
EXPENSIVE
CONSULTANT TO
ANALYZE YOUR
BUDGET.



I'LL HAVE TO RUN SOME
CHAOS AND COMPLEXITY
SIMULATIONS, BUT IT
LOOKS AS IF YOU NEED
MORE MONEY.



I CALL MY
INVENTION THE
"VISIBUDDY."



IT'S A MINDLESS
REPLICA THAT
CAN ATTEND
MEETINGS AND
INCREASE MY
VISIBILITY.



AM I WORKING
HARD OR HARDLY
WORKING? DO YOU
GOLF?



YOUR VISIBILITY
HAS BEEN EXCELLENT
LATELY. WHAT'S
YOUR SECRET?



I CREATED A MIND-
LESS REPLICA TO
ATTEND MEETINGS.
HE HAS NO PERSON-
ALITY WHATSOEVER.



WOW!
YOU LOOK
TOTALLY
REAL.



HEE
HEE!
BURN,
DUDE.



WOULD IT BE OKAY
IF I ASKED YOUR
MINDLESS REPLICA
FOR A DATE?



I'M FULL OF UNINTER-
ESTING STORIES AND
I NEED A GUY WHO'S
A GOOD LISTENER.



NOW I'LL DESCRIBE
THE CLOTHING OF EACH
PERSON AT THE CAT
SHOW.



WE SAVED MONEY
BY HIRING A GUY
WHO'S HAD MANY
PERSONAL PROBLEMS.



BUT WE'RE SURE HE
WAS JUST UNLUCKY;
NO ONE WOULD INVITE
THAT MANY PROBLEMS
INTO HIS LIFE.

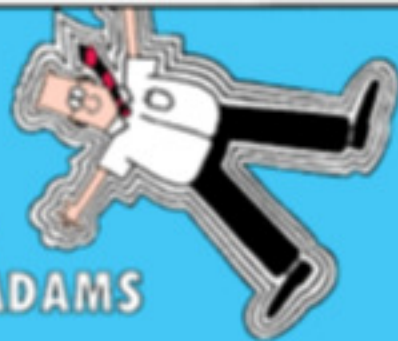


YES, OF COURSE YOUR
EX-BOYFRIEND CAN
STAY WITH US UNTIL
THE CHOPPERS LEAVE
AND HE SOBERS UP.

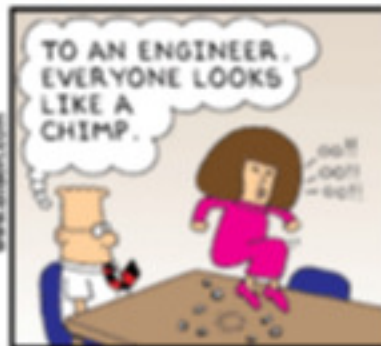




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IT'S A MILD RASH.
I'LL SCRIBBLE AN
INDECIPHERABLE
PRESCRIPTION FOR
YOU.



WHAT IF YOUR BAD
HANDWRITING
CAUSES THE PHARM-
ACY TO GIVE ME A
HARMFUL MEDICATION?



THAT'S A LITTLE
THING I CALL
MARKETING.



I CAN'T READ
YOUR DOCTOR'S
HANDWRITING.

PICK
UP

I'LL GIVE YOU THIS
MOOD-ALTERING
DRUG TO MAKE
YOU HAPPY.

I HAVE
A SKIN
RASH!

AND IT'S
MAKING
YOU UN-
HAPPY,
RIGHT?

I'M TAKING A MOOD-
ALTERING PRESCRIP-
TION DRUG TO TREAT
A SKIN RASH.



I STILL ITCH, BUT
I DON'T CARE. IN
FACT, I DON'T EVEN
THINK YOU'RE A
HUGE, STINKIN'
WEASEL.

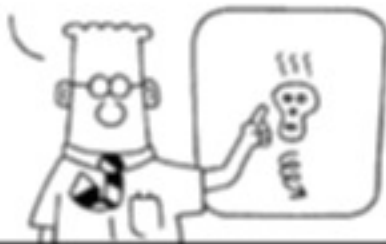


I LOVE
YOU!
YOU DA
MAN!

REMINDE ME
TO CANCEL
YOUR HEALTH
BENEFITS.



MY PROJECT IS IN
A FLAMING DEATH
SPIRAL, THANKS TO
YOU LAZY, SELFISH
WEASELS.



BUT I'M FEELING
TERRIFIC BECAUSE
I'M TAKING MOOD-
ALTERING PRESCRIP-
TION DRUGS!



I CAN SEE BY YOUR
EXPRESSIONS THAT
MY DOCTOR IS MUCH
BETTER THAN YOURS!



THE PRESCRIPTION
DRUGS MAKE ME
HAPPY, BUT I WORRY
THAT IT'S NOT GEN-
UINE HAPPINESS.



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ASK YOUR DOCTOR
FOR A DRUG THAT
CURES WORRYING.
THEN YOU'LL HAVE
IT ALL.



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IT MIGHT MAKE YOU
GROW AN EXOSKEL-
ETON, BUT YOU WON'T
CARE.



MY MEDICATION
MAKES ME CAREFREE
AND HAPPY, BUT THE
SIDE EFFECT IS AN
EXOSKELETON.



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REMEMBER THE
OLD SAYING -
"BEAUTY IS ONLY
BONE DEEP."

HEE
HEE



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BUT ENOUGH ABOUT
ME. I DON'T WANT
TO LOOK
SHELLFISH.

YOU HAD
A CHANCE
UNTIL THE
PUN.





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MY NEW DESIGN WILL MEET ALL OF OUR CUSTOMERS' CURRENT AND FUTURE NEEDS.



THAT'S NO GOOD; THEY'LL NEVER NEED TO UPGRADE.



PLEASE DON'T ASK ME TO PUT FLAWS IN MY DESIGN.



FLAWS WOULD WORK.

WE NEED FLAWS.

FLAWS. FLAWS. FLAWS.



PLEASE... NO...



MAKE IT FREEZE EVERY HOUR.

THE INTERFACE NEEDS TO BE MORE CONFOUNDING.

AND...



LATER

PLEASE... NO MORE.

...AND CRIPPLING ELECTRIC SHOCKS.



MUCH, MUCH LATER

THE HELP SCREEN COULD RECOMMEND MARRYING AN UNEMPLOYED, SHIRTLESS GUY WITH A MULLET.

THAT'S MARKETING!



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MY MEDICATION
MAKES ME HAPPY
DESPITE MY EXOSKELETON,
BAD JOB, AND
SOCIAL LIFE.

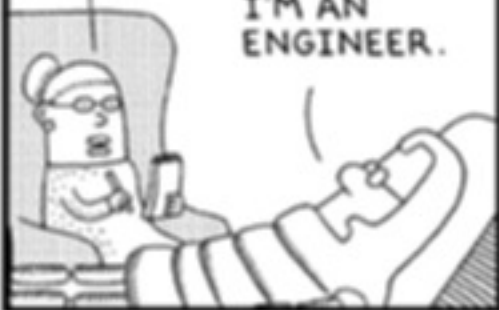


IF CHEMICALS CAN
CHANGE THE WAY I
THINK AND WHAT I
ENJOY, THEN FREE
WILL MUST BE AN
ILLUSION.



WHAT
ABOUT
YOUR
SOUL?

I'M AN
ENGINEER.



I HEARD
YOU HAD
A COLD.

IT WASN'T
A COLD.

I WAS ADDICTED TO
PRESCRIPTION DRUGS
AND I GREW AN
EXOSKELETON. I'VE
BEEN IN REHAB AND
SURGERY FOR SIX
MONTHS.

JUST TO BE CLEAR :
CAN I CATCH ANY
OF THAT BY TOUCHING
THE COFFEEMAKER
AFTER YOU?

EVIL H.R. DIRECTOR

I NEED TO CHECK A
FEW THINGS BEFORE
WE HIRE YOU.



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GIVE ME BLOOD,
HAIR, AND URINE
SAMPLES, FINGER-
PRINTS, SOCIAL-
SECURITY NUMBER,
PAST EMPLOYERS,
AND PAST LOVERS.



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BEFORE WE STARTED
DOING ALL OF THIS
CHECKING, DID YOU
KNOW THAT EVERYONE
IN THE WORLD WAS
DESPICABLE?



EVIL H.R. DIRECTOR

EVIL

RING

I'M SORRY, I CAN'T
GIVE REFERENCES
FOR EX-EMPLOYEES.

BUT IF I DID, IT
WOULD RHYME WITH
"MAZY LORON."

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FROM NOW ON, I
WANT YOU TO
STAGGER YOUR LUNCH
HOURS SO SOMEONE
IS ALWAYS HERE.



GAAA! AS THE
LOWEST PERSON IN
THE PECKING ORDER,
I WILL NEVER KNOW
IN ADVANCE WHEN I
CAN EAT!!



SHEESH,
TAKE
A PILL.

IT IS THE
END OF
ERRANDS
AS I KNOW
THEM!!



THE GOOD NEWS IS
THAT HALF OF YOU
WILL GET HUGE
RAISES.



THE BAD NEWS IS
THAT HALF OF YOU
WILL BE DOWNSIZED
TOMORROW.



IS IT
THE
SAME
PEOPLE?

YEAH, WE
RAN THE
NUMBERS.





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EXCUSE ME WHILE
I TAKE THIS CALL.

OKAY.



EXCUSE ME WHILE
I HATE YOUR
INCONSIDERATE
GUTS.



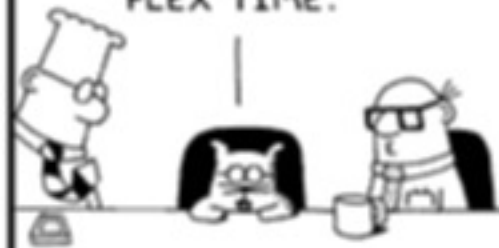
NO,
NOTH-
ING
IMPOR-
TANT.

EXCUSE ME
WHILE I
IMAGINE
CRUSHING
YOUR
HEAD.



CATBERT: EVIL H.R. DIRECTOR

FROM NOW ON, THE
COMPANY WILL ALLOW
FLEX TIME.



YOU CAN WORK ANY
HOURS YOU LIKE, AS
LONG AS YOU'RE HERE
FROM EIGHT TO FIVE.



THAT'S CALLED
UNPAID OVERTIME.

AND YOU NEED
TO BE FLEXIBLE
TO DO THAT TO
YOURSELF,
RIGHT?



IF YOU HIRE ME, I'LL
WORK A HUNDRED
HOURS A WEEK AND
NEVER ASK FOR A
RAISE!



I WENT TO SCHOOL
AT A TOP-SECRET
FACILITY FOR SUPER
GENIUSES; THAT'S
WHY IT'S NOT ON
MY RESUME.



AND I'M SURE IT'S ALL
TRUE BECAUSE HE SAYS
HE'S HONEST!



MY FANTASY IS TO
OWN A LUXURY
MOTOR COACH.



I'D DRIVE IT TO
WORK AND SLEEP
ALL DAY IN THE
PARKING LOT. IT
WOULD BE LIKE
PARADISE.



THAT'S
YOUR BEST
FANTASY?

IT WOULD
ALSO HAVE
A TV, IN
CASE I
WOKE UP.



DO YOU HAVE ANY
CUSTOMER REFERENCES
I COULD CALL?

RIGHT HERE.



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BEEP
BEEP
BOOP
BEEP

R-R-RING



NO
ANSWER.

TRY AGAIN
WHEN I'M
IN THE
PARKING
LOT.



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WE'LL SAVE MONEY
BY OUTSOURCING
OUR I.T. FUNCTION.



THEN WE'LL SAVE
MORE MONEY BY
REPLACING OUR OUT-
SOURCING WITH FULL-
TIME EMPLOYEES!



WHEN IT'S TIME FOR
US TO PANIC, WILL
THERE BE A WARNING
SOUND, OR WAS THAT
IT?





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I HAVE AN ASSIGNMENT
FOR YOU THAT HAS NO
VALUE WHATSOEVER TO
THE COMPANY.



FOR REASONS OF
COMPANY POLITICS,
I NEED TO PRETEND
I'M DOING SOMETHING
IN THAT AREA.



SO, YOU'RE DOING
ACTUAL WORK. WHAT'S
THAT ALL ABOUT?



I HAVE AN APPOINTMENT TO SEE A DEMO OF YOUR NEW PRODUCT.



AND THE UNIT WILL BE IN A CASE LIKE THIS, BUT COMPLETELY DIFFERENT, AND IT WILL HAVE SOFTWARE, ONCE WE WRITE IT.



YOU LET ME TRAVEL FOUR HOURS TO SEE AN EMPTY CASE?

ARE YOU FORGETTING THE BLANK CD?



HOW OFTEN WOULD
YOU CHARGE US THIS
"ANNUAL FEE"?

IS THAT
A JOKE?

SADLY,
NO.

ONCE A MONTH.

SOUNDS
FAIR.

DILBERT, MEET YOUR
NEW CO-WORKER,
TOXIC TOM.



HE COMPLAINED
ABOUT HIS LAST JOB
ALL THROUGH HIS
INTERVIEW. BUT HE'LL
BE HAPPY HERE.



HE SAYS HE THINKS
YOU'RE STUPID
BECAUSE YOU ASK
TOO MANY QUESTIONS.



THE TOXIC CO-WORKER

YOU WOULDN'T BELIEVE
WHAT PEOPLE ARE
SAYING ABOUT YOU.



I TRIED TO DEFEND
YOU. I SAID YOU
LOOK SLOW ONLY
BECAUSE YOU'RE
BLOATED.



BUT WHAT TICKS ME
OFF IS THAT EVERYONE
IN THE DEPARTMENT
EARNS MORE THAN
YOU DO.



WE DEMAND THAT
YOU FIRE OUR TOXIC
CO-WORKER.



YOU AREN'T
TALKING ABOUT
ME, ARE YOU?



NO, YOU'RE LAZY AND
INEFFECTUAL WITH
AN OVERLAY OF SELFISH.

AND I HATE THE
TOXIC
GUY?





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THIS IS DOGBERT'S
TECH SUPPORT. HOW
MAY I ABUSE YOU?

FINALLY!! IT TOOK ME
AN HOUR TO PENETRATE
YOUR INSCRUTABLE
AUDIO MENU SYSTEM!

THEN I WAITED IN
QUEUE FOR FORTY
MINUTES!

MY PROBLEM IS THAT
MY COMPUTER KEEPS
FREEZING...

NOT
SO
FAST.

I NEED TO KNOW YOUR
NAME, ADDRESS, PHONE
NUMBER, OPERATING
SYSTEM, E-MAIL
ADDRESS, SERIAL
NUMBERS, SOFTWARE
VERSIONS AND VIDEO
DRIVERS.

THEN I'LL PUT YOU IN
QUEUE FOR THE LOW-
LEVEL TECHNICIAN
WHO CAN ONLY TELL
YOU TO REBOOT.

HE'LL ASK YOU THE
SAME QUESTIONS
FOR REASONS THAT
WILL BAFFLE YOU.

BUT EVENTUALLY YOU'LL
SOLVE MY PROBLEM,
RIGHT?

SURE, IF
YOUR
PROBLEM IS
TOO MUCH
OPTIMISM.

E-mail: SCOTT@ADAMS.COM

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YOU DON'T RESPOND
TO MY E-MAIL ANY-
MORE.



WHEN I REPLY TO
E-MAIL, IT ATTRACTS
MORE E-MAIL. I'M
TRYING TO BREAK
THE VICIOUS CYCLE.



WELL...I'LL
LEAVE YOU
VOICE-
MAILS.



LET ME
KNOW HOW
THAT WORKS
OUT FOR
YOU.



OUR FACILITIES
MANAGEMENT SAYS
THE NEW STATUE BY
THE FRONT ENTRANCE
ISN'T A STATUE.



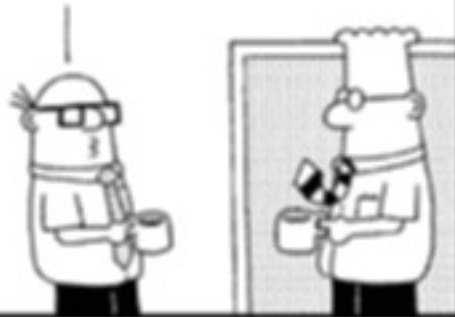
IT'S AN UNLUCKY GUY
NAMED KARL WHO
HAD BEEN WARNED
MANY TIMES NOT TO
FEED THE
BIRDS.



THEN IT TALKS
ABOUT STATISTICAL
CLUSTERING... BLAH,
BLAH, BLAH... AND
SERVING AS AN
EXAMPLE.



I'VE DECIDED TO ADD
CHRONIC LATENESS
TO MY REPERTOIRE.



I'LL START WITH THE
CLASSIC EXCUSES: CAR
PROBLEMS, TRAFFIC,
AND MISPLACED ITEMS.
THEN I'LL BRANCH
OUT.



YOU'RE THE MAYOR
OF LOSERVILLE.

DON'T
JINX
IT.



A MAN FROM "LOSER
MAGAZINE" WANTS
TO SEE YOU.



HE SAID SOMETHING
ABOUT FEATURING
YOU ON THE COVER.

SEND HIM
OVER.



I TRIED, BUT HE KEEPS
GOING INTO THE
BREAK ROOM AND
NAPPING.

I HATE
SHOW-
OFFS.



WALLY, I'D LIKE TO
INTERVIEW YOU FOR
"LOSER MAGAZINE."

OKAY.

DO
YOU
HAVE
A PEN?

WOW.
THESE
ARE EASY
QUESTIONS.

I MEAN,
MAY I
BORROW
YOUR
PEN?

NO, YOU
LOOK
LIKE A
CHEWER.

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YOUR STORY IS
PERFECT FOR "LOSER
MAGAZINE."



IT MAKES ME WISH
I'D WRITTEN IT
DOWN BECAUSE I'M
ALREADY FORGETTING
...OOPS, IT'S GONE.



I'LL JUST MAKE UP
SOMETHING THAT
SOUNDS GOOD. AND
I'LL USE PHOTOS OF
A MODEL. THANKS,
WILLY.





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I CALL MY
INVENTION THE
"EARGARETTE."

IT'S A CIGARETTE
FOR YOUR EAR!

IT ALLOWS NON-
SMOKERS TO TAKE
SMOKING BREAKS.

IS THERE
ANY DOWN-
SIDE?

WHAT?

NEVER
MIND.

WE'VE BEEN WORKING
FOR FIFTEEN MINUTES
STRAIGHT. I NEED AN
EARGARETTE BREAK.

WHAT?

WHAT?

WHAT?

EAR
MINT?

TWO,
PLEASE.

WOULD YOU LIKE TO
BUY SOME LIFE
INSURANCE?



EXCLUSIONS: SELF-
INFLICTED WOUNDS,
PRE-EXISTING ILLNESS,
CRIMINAL ACTS, WAR,
DANGEROUS SPORTS,
SMOKING...



MUCH LATER THAT DAY

...AND PISTOL DUELS
RESULTING FROM
QUILTING BEES.

NO ONE READS
IT, FREAK!



CAROL, WHERE'S
MY TEN O'CLOCK?



HE SAID HE'D BE
LATE BECAUSE
YOU'RE A MORON
AND HE DOESN'T
RESPECT YOU.



DID YOU TELL HIM
I WAS STUCK IN
TRAFFIC?

IT'S NOT
ALWAYS
ABOUT YOU.



WHY ISN'T MY
CELL PHONE
WORKING?



THAT'S A SHORT-RANGE
CELL PHONE. YOU NEED
TO BE IN THE SAME
ROOM WITH THE
PERSON YOU CALL.



ANSWER
THE
STINKIN'
PHONE,
ALICE.

WHY ARE
YOU LISTEN-
ING TO A
TV REMOTE
CONTROL?



WALLY HAS BEEN
RESEARCHING GREEK
WORDS TO NAME OUR
NEW PRODUCT.



ALL I HAVE IS ZEUS,
AND PARTHENON,
AND THE WORD
"GREEK" ITSELF.



I UNDERSTAND THEY
HAVE A WORD FOR A
SPORTS EVENT, TOO. I'M
TRYING TO TRACK THAT
DOWN.



MY COMPANY IS
MOVING TO A "JUST
IN TIME" INVENTORY
STRATEGY. YOU'LL
DELIVER WHEN WE
NEED IT.



SO...YOUR SUCCESS
DEPENDS ON MY
COMPANY DOING
WHAT IT PROMISES?
YOU HAVE MY DEEPEST
SYMPATHY.



I FEEL
A SHARP,
STABBING
PAIN IN
MY CHEST.

AND
SO IT
BEGINS.



A CUSTOMER KEEPS
ASKING WHEN WE'LL
DELIVER THE STUFF
THEY BOUGHT.

WHEN
WILL
WE?

NEVER. YOU LIED
TO THEM TO GET
THEIR BUSINESS.

YOU TOOK THEIR MONEY
AND GAVE THEM NOTH-
ING. DO YOU KNOW
WHAT THAT MAKES YOU?

THE
WINNER!



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SCOTT ADAMS

I SEE SOME NEW FACES.
LET'S GO AROUND THE
TABLE AND INTRODUCE
OURSELVES.



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I AM ASOK,
THE INTERN.



I REPORT
TO YOU.



BUT I ALSO REPORT
TO ALICE ON A
DOTTED LINE.



AND I REPORT TO
CAROL ON A FUZZY,
THIN LINE.



I HAVE A BLINKING,
IRREGULAR LINE TO
WALLY, AND A WAVY,
BROWN LINE TO
DILBERT.



PLEASE...
MAKE THIS
STOP.



AND A DISTURBING,
IMAGINARY LINE
TO A FOOD-SERVICE
CASHIER WHO TOUCHED
MY HAND WHILE
GIVING CHANGE.



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LET'S BRAINSTORM
IDEAS FOR "EMPLOYEE
MORALE-ENHANCEMENT
DAY."



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WE COULD PLAY "PIN
THE TAIL ON THE
POINTY-HAIRED
WEASEL WHOSE BREATH
SMELLS LIKE FEET."



WE MIGHT NEED MORE
MORALE-ENHANCEMENT
DAYS.

HOW ABOUT
THIS WEEKEND
WHEN I'M NOT
HERE?



MARKETING GENIUS

WE DESIGNED A
REBATE PROGRAM
THAT WON'T COST
A PENNY.



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THE REBATE PROCESS
IS AN IMPENETRABLE
FORTRESS OF UNCLEAR
INSTRUCTIONS AND
PHYSICAL IMPOSSI-
BILITIES.



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NEXT WE HAVE TO FIND
THE HIDDEN 300-DIGIT
SERIAL NUMBER AND
WRITE IT IN A BOX
THAT'S HALF AN INCH
LONG.

STINKIN'
WEASELS.



THE DEPARTMENT
THAT CUTS COSTS THE
MOST WILL GET OUR
CEO AS ITS SECRETARY
FOR A DAY.



I'M DEEPLY OFFENDED
BY THE IMPLICATION
THAT MY JOB IS SO
TRIVIAL THAT IT CAN
BE USED AS A PRIZE.



MAYBE YOU CAN
TRAIN HIM TO PHONE
YOUR KIDS AND
YELL AT
THEM.

NOT FUNNY!!



OUR DEPARTMENT WON
THE COST-CUTTING
CONTEST, SO OUR CEO
WILL DO YOUR JOB
FOR A DAY.



I FEEL LIKE A
FAILURE...DARKNESS
FILLS MY DAYS...I
DREAM OF THE GRAVE.



THIS IS LESS
MOTIVATING
THAN I'D
HOPED.

I'LL
NEVER
BE LOVED
AGAIN!!



I'LL DESIGN THE
SYSTEM AS SOON AS
YOU GIVE ME THE
USER REQUIREMENTS.



BETTER YET, YOU
COULD BUILD THE
SYSTEM, THEN I'LL
TELL YOUR BOSS THAT
IT DOESN'T MEET MY
NEEDS.



I DON'T MEAN TO
FRIGHTEN YOU, BUT
YOU'LL HAVE TO DO
SOME ACTUAL WORK.



I CAN'T START THE
PROJECT BECAUSE THE
USER WON'T GIVE ME
HIS REQUIREMENTS.



START MAKING
SOMETHING ANYWAY.
OTHERWISE WE'LL
LOOK UNHELPFUL.



SO, OUR PLAN IS TO
CLEVERLY HIDE OUR
COMPETENCE.



YOU
THINK
TOO
MUCH.





DILBERT®



BY
SCOTT ADAMS

JIMMY WILL EXPLAIN
OUR NEW MARKETING
STRATEGY.

A STUDY OF PAST
CUSTOMERS SHOWS
THAT 16% OF THEM
HAVE FLU SYMPTOMS.

APPARENTLY, SICK
PEOPLE ARE THE
MOST LIKELY TO BUY
FROM US. WE DON'T
KNOW WHY.

SO WE REDESIGNED
OUR AD CAMPAIGN
TO APPEAL TO SICK
PEOPLE.

YOU'RE CONFUSING
CAUSE AND EFFECT.
YOUR STUDY SHOWS
THAT OUR PRODUCTS
MAKE PEOPLE SICK.

ALICE, LET'S NOT
REINVENT A DEAD
HORSE.

SUDDENLY NOTHING
MAKES SENSE... I
MUST HAVE SLIPPED
INTO THE MEETING
DUH- MENSION!

THIS
USUALLY
LASTS
ABOUT
TEN
MINUTES.

FLOATING...
SCARED...
DARKNESS...

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THERE'S NO BUDGET
FOR YOUR PROJECT;
YOU NEED TO TIN-CUP
IT.



BE LIKE A BEGGAR
AND ASK EACH
DEPARTMENT TO GIVE
YOU A BIT OF THEIR
BUDGET.



WELL, NOW THAT
YOU'VE LAUGHED YOUR
GUTS OUT, DO YOU
FEEL BETTER?



THEY BELIEVE IN
FENG SHUI. THEY
BELIEVE IN THE
PET PSYCHIC.



THIS SUGGESTS
AN EXCELLENT
NEW CAREER
FOR ME.



THE FURNITURE
PSYCHIC IS HERE. HE
SAYS MY WASTEBASKET
IS IN LOVE WITH MY
DESK.



FURNITURE PSYCHIC

YOUR OLD CHAIR
HAS PASSED TO THE
OTHER SIDE.



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HE SAYS YOU'LL
KNOW WHAT THIS
MEANS: "SQUEAK,
SQUEAK."



YES

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YOUR DESK
SAYS, "THANKS
FOR THE GUM."



I NEED
CLOSURE!

YOU HAVE TO STOP
TELLING PEOPLE THAT
YOU CAN TALK TO
FURNITURE. IT'S
NOT RIGHT.



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YOU WORK FOR A
COMPANY THAT
ACTIVELY MISLEADS
CUSTOMERS. HOW'S
THAT DIFFERENT?



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WE CALL IT MARKET-
ING, AND WE DON'T
WEAR
HATS.



THE TABLE
SAYS YOU'RE
A HYPOCRITE.



I TOOK THE INITIA-
TIVE AND MADE A
LIST OF PEOPLE YOU
COULD DOWNSIZE.



THIS IS JUST THE
DEPARTMENT PHONE
LIST WITH YOUR NAME
COVERED UP.



THAT'S THE SORT
OF EFFICIENCY
THAT KEPT ME
OFF THE LIST.



YOU FOOL! HOW
COULD YOU BE SO
STUPID?



YOU FOOL! HOW
COULD YOU BE
SO STUPID?



YOU STUPID
COFFEE MUG!!





DILBERT®



BY
SCOTT ADAMS



DOGBERT THE HEADHUNTER

LET ME TELL YOU
HOW GOOD MY CEO
PLACEMENTS HAVE
BEEN.



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AN ASTONISHING
FIFTY PERCENT OF
THEM HAVE PER-
FORMED BETTER
THAN THE OTHER
HALF!



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IF YOU'RE ON A
BUDGET, I RECOMMEND
ONE OF OUR STUFFED
CEO UNITS WITH A
"MAGIC 8 BALL"
HEAD.



DILBERT, MEET YOUR
NEW TEAM MEMBER,
PERI NOID.



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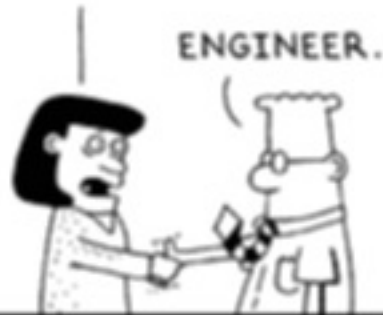
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WHY HAVEN'T YOU
INVITED ME TO A
MEETING? WHO'S
FILLING YOUR HEAD
WITH LIES?



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YOUR HAND IS SOFT
AND CLAMMY! ARE
YOU THE UNDEAD?!!



PERI NOID

WE'LL HAVE
THE DATA BY
TUESDAY.

HOW
DO YOU
KNOW
THAT?



YOU MUST BE GETTING
INVITED TO MEETINGS
AND THEN SAYING,
"DON'T INVITE PERI."



WOULD IT
BE WRONG
TO ENJOY
THIS OPPOR-
TUNITY?

**PLOTTING!!
RIGHT
THERE!!!**





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SHE'S PARANOID
ABOUT NOT BEING
INVITED TO MEET-
INGS. CAN YOU
FIX HER?

NOPE.



CAN I
TRADE
HER IN?

WOULD YOU
LIKE A LIAR,
A MORON,
OR A
WHISTLER?



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YOU CAN'T REPAIR
A DEFECTIVE CO-
WORKER.

THE BEST YOU CAN DO
IS TRADE FOR A CO-
WORKER WHOSE
DEFECTS YOU HAVEN'T
YET DISCOVERED.

WHAT'S
WRONG
WITH THIS
ONE?

HE PARTS
HIS HAIR
IN THE
MIDDLE;
THAT'S
JUST
WRONG.

CAROL, THIS IS OUR
NEW GUY, HARRY
MIDDLEPART.



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I DON'T APPROVE
OF YOUR HAIR-
STYLE. I FORBID
YOU TO BE NEAR
MY WORKSPACE.



SHE'S
NOT
GOOD
PEOPLE.

THE SEVENTIES
CALLED. THEY
WANT THEIR
HAIR BACK!!



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DILBERT®



BY

SCOTT ADAMS

WHO LEFT
THEIR PEN AT
MY DESK?

I'D BETTER SEND A
COMPANYWIDE
E-MAIL TO FIND OUT.

IT'S BLUE, WITH
BLACK INK. IT'S
APPROXIMATELY
ONE YEAR OLD.

I CAN'T BELIEVE
YOU'RE WASTING
EVERYONE'S TIME
WITH THIS!

STOP USING THE
"REPLY TO ALL"
FEATURE, YOU
MORONS!

WAIT... I THINK
THIS MIGHT BE
MY PEN. I'D
BETTER SEND A
CORRECTION.

WE MISSED A BID
DEADLINE BECAUSE
OUR E-MAIL SYSTEM
WAS OVERLOADED.

LAYOFFS.

SEND
THIS
LIST TO
HUMAN
RESOURCES.

DO I LOOK
LIKE I'M
MADE OF
TIME?!!

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A black and white comic strip panel showing Dilbert sitting at his desk. He is looking up and to the right, with a speech bubble coming from him. A small object, possibly a stapler, is on the desk in front of him.

THIS IS DOGBERT
THE HEADHUNTER.
I NOTICED THAT
YOUR COMPANY'S
STOCK IS UP TODAY.

A black and white comic strip panel showing Dilbert sitting at his desk. He is looking up and to the right, with a speech bubble coming from him. A small object, possibly a stapler, is on the desk in front of him.

AS CEO, YOU CAN
TAKE CREDIT FOR
RANDOM UPTURNS
AND MAKE MILLIONS
BY CHANGING JOBS.

A black and white comic strip panel showing Dilbert sitting at his desk. He is looking up and to the right, with a speech bubble coming from him. A small object, possibly a stapler, is on the desk in front of him.

HA, HAI YES, IT'S
LEGAL. IN FACT, IF
YOU WRITE A BOOK,
YOUR VICTIMS WILL
BUY IT!

DOGBERT THE HEADHUNTER

WE'LL NEED TO REWORD
THE CEO SECTION OF
YOUR RESUME.



FOR EXAMPLE, THERE'S
NEVER A RIGHT TIME
TO USE THE WORD
"PLUNDERED."



AND INSTEAD OF
"SUCKERS IGNORED
OUR P/E RATIO," SAY
YOU "ENHANCED STOCK-
HOLDER
VALUE."

WOW.
YOU'RE
GOOD.



YOU NEED A BODY
DOUBLE. THEY'RE
POPULAR WITH
YOUR MOST SUCCESS-
FUL DESPOTS.



IF SOMEONE TRIES
TO AMBUSH YOU
INTO MAKING A
DECISION, THE
DOUBLE WILL
TAKE THE HIT.



I WANT YOU TO
THINK OF THIS AS
YOUR OWN PERSONAL
DRESS CODE.



ASOK, AS MY NEW
BODY DOUBLE, YOUR
JOB IS TO WALK INTO
AMBUSHES.



IF SOMEONE TRIES
TO TRAP YOU INTO
BEING HELPFUL,
DO WHAT I WOULD
DO.



WHAT
WOULD
YOU
DO?



I'D GET
A BODY
DOUBLE.



I'M LEAVING EARLY,
IN CASE I HAVE A
DENTAL APPOINT-
MENT OR WHATNOT.



WALK AMONGST THE
CUBICLES UNTIL
7 P.M. AND SCOWL
AT ANYONE WHO
ISN'T WORKING.



NICE SCOWL. I
FEEL SLIGHTLY
MENACED.



WE NAMED THE
PRODUCT "GENEOUS
MISTRO" BECAUSE IT
CONDUCTS AN ORCHES-
TRA OF DATA.



CAN YOU BELIEVE
THE DOMAIN NAME
"GENEOUSMISTRO"
WASN'T ALREADY
TAKEN?



IS THE
SPELLING
MEANT
TO BE
IRONIC?

WHY DO
YOU ASK?





DILBERT®



BY
SCOTT ADAMS



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OUR VP IS MAD
BECAUSE PEOPLE ARE
LEAVING WORK TOO
EARLY.



IF YOU NEED TO LEAVE
EARLY, DON'T WALK
PAST HIS OFFICE. GO
TO THE ROOF AND LEAP
INTO THE "DUMPSTER"
IN THE ALLEY.



LEADERSHIP
TRIUMPHS
AGAIN.



A CO-WORKER WHO
SHALL REMAIN NAME-
LESS HAS ACCUSED YOU
OF UNSPECIFIED SHORT-
COMINGS.



YOUR ACCUSER HAS
BEEN PLACED IN
THE WITNESS PRO-
TECTION PROGRAM.



YOU
HAVE A
PROGRAM
FOR
THAT?

ACTUALLY,
I JUST
FORGET
WHO SAYS
WHAT.



ASOK, YOUR WORK
HAS BEEN EXCELLENT
ALL YEAR.



I'M RATING YOU
"POOR" SO I'LL HAVE
A PAPER TRAIL IN
CASE I EVER NEED
TO FIRE YOU.



YOU'LL PROBABLY
FEEL A LITTLE
SURGE OF MOTI-
VATION BECAUSE
YOU GOT FEEDBACK.



DILBERT, THIS IS
IRENE. I DON'T YET
KNOW WHAT HER
DEFECT IS.



STOP BEING RUDE
TO ME, YOU PIECE
OF DIRT!!!



I'M
THINKING:
MOOD
SWINGS.

WE'RE
LIKE
FAMILY
NOW.



YOU'RE AN ENGINEER;
MAYBE YOU CAN TELL
ME WHAT KIND OF
DIGITAL CAMERA I
SHOULD BUY.



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WOULD YOU ASK A
DOCTOR FOR FREE
ADVICE?



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I GOT A
COMPLETE
PHYSICAL
BY THE
APPETIZER.

YEAH, I'M
NEVER OFF
DUTY.



SO TED HAS BEEN
TRAINING YOU FOR
THE PAST SIX MONTHS.



BASED ON YOUR
WORK, I'D SAY HE'S
PLAYING THE WORLD'S
LONGEST PRACTICAL
JOKE ON YOU.



SOMETIMES THERE'S A
FINE LINE BETWEEN
CRIMINALLY ABUSIVE
BEHAVIOR AND FUN.





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BY

SCOTT ADAMS



YOU'RE CREATING
A HOSTILE WORK
ENVIRONMENT.



IT'S LIKE THERE'S
CONTINUOUS
PRESSURE ON ME
TO WORK.



BUT I'M ONLY ONE
PERSON; I CAN'T
WORK AND DRINK
COFFEE!



I'M CUTTING
YOU BACK
TO FORTY
CUPS A DAY.

WALLY, I'M SENDING
YOU TO A COFFEE
REHAB PROGRAM.

GAAA!!!



THEY'LL GET YOU
DOWN TO FORTY
CUPS A DAY.

NOT DOUBLE
DIGITS!!!



YOU
MONSTER!!!
I WON'T
SURVIVE!!!

IF
YOU'RE
LUCKY.



COFFEE REHAB

NO SODA, NO TEA,
NO CHOCOLATE.



YOU'RE ALLOWED
ONE PIECE OF
LUGGAGE AND YOU
HAVE TO CARRY IT
YOURSELF.



I MIGHT WANT TO
TAKE A LOOK
INSIDE THAT
BAG.



COFFEE REHAB

STATE YOUR NAME
AND HOW LONG
YOU'VE BEEN WITH-
OUT COFFEE.



I AM GOING TO RIP
OFF YOUR LITTLE
BEARD AND BEAT YOU
TO DEATH WITH IT.



DON'T
PANIC...
WAIT...
WAIT...

AND THEN
I'LL...UM...
ZZZZZZZZ
ZZZZZZ
ZZZ.



WALLY, CONGRATULATIONS ON FINISHING THE COFFEE REHAB PROGRAM.



OUR RECIDIVISM RATE ISN'T TOO HOT. OUR CRITICS BLAME OUR LOCATION.



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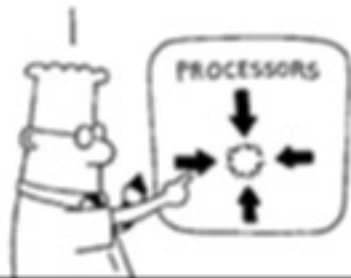
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STARBUCKS
WORLD
HEADQUARTERS

WHO'S SLEEPING
IN OUR VAT?



OUR BREAKTHROUGH
CAME WHEN WE
DISTRIBUTED THE
PROCESSOR LOAD.



IT'S ABOUT TIME THAT
YOU TOOK MY ADVICE!
HALLELUJAH! GOOD FOR
YOU!



IF LASER POINTERS
WERE LIGHT SABERS,
YOU'D BE LOOKING FOR
YOUR TORSO.



HA HA!
YOU'RE
USING
MY JOKE!
GOOD
ONE!



DILBERT®



BY
SCOTT ADAMS

WE'VE EXPANDED
OUR CUSTOMER
DISSERVICE
PROGRAM.



...DOUBLED OUR
UNHELPFUL TECHNICAL
SUPPORT ADVICE.



...STRETCHED OUR
TELEPHONE HOLD
TIMES TO LETHAL
DURATIONS...



...AND CLEANSED
OUR ONLINE SUPPORT
DATABASE OF ALL
USEFUL ARTICLES.



OUR GOAL IS TO
FORCE CUSTOMERS
TO FORM SUPPORT
GROUPS.



OVER TIME, WITH
LUCK, WE'LL TRAIN
CUSTOMERS TO DO
OUR MANUFACTURING
AND SHIPPING, TOO.



MAY I TRAIN
A CUSTOMER
TO DO MY JOB?

SURE.



SO...
WHAT
DO I
DO?

YOU'RE
DOING IT.



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HOW MANY BUSINESS
CARDS SHOULD I
ORDER?

IT
DEPENDS.

I USE A COMPLEX
FORMULA BASED
ON YOUR BURN
RATE AND YOUR
LIKELIHOOD OF
GETTING
DOWN-
SIZED.

I USE
ABOUT
THREE
PER WEEK.

YOU'LL
NEED
THREE
CARDS.

I'M SEEING
SIGNS THAT
I MIGHT GET
LAID OFF.



IT'S PROBABLY
YOUR IMAGINATION.
JUST IGNORE THEM.



I HAVE TO ADMIT
THAT I LIKE IT WHEN
THEY'RE JUMPY.



YOU CAN SURVIVE
THE NEXT ROUND
OF LAYOFFS BY
SACRIFICING A
CO-WORKER.



YOU MUST MAKE
YOUR BOSS BELIEVE
THAT SOMEONE IS
A WORSE EMPLOYEE
THAN YOU.



TED, LET ME EXPLAIN
REVENUE: IT'S LIKE
YOUR EMBEZZLEMENT,
BUT IT'S DIRECTED AT
CUSTOMERS.



I HAVE AN UNIM-
PORTANT PROJECT,
SO I THOUGHT OF
YOU.



FIND A BUNCH OF
INSPIRATIONAL
QUOTES THAT WE
CAN PUT ON THE
LOBBY WALLS.



"IF BEING AN EAGLE
IS SUCH A GOOD
IDEA, WHY ARE THERE
SO FEW OF THEM?"



I'VE BEEN ASKED
TO COLLECT
INSPIRATIONAL
QUOTES FOR THE
LOBBY WALL.



GET OUT OF MY
CUBICLE, YOU
FREAKISH WASTE
OF CARBON.



THAT'LL LOOK
GOOD OVER THE
ELEVATORS.



AS REQUESTED, I
PULLED TOGETHER
SOME INSPIRATIONAL
QUOTES FOR OUR
LOBBY WALL.



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HANNIBAL LECTER...
THE DONNER PARTY...
UH...WALLY, MOST OF
THESE PEOPLE ARE
CANNIBALS.



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IT WAS PROBABLY
A MISTAKE TO DO
THIS ASSIGNMENT
ON AN EMPTY
STOMACH.





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BY

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WALLY, CAN YOU TEACH ME TO WORK SMARTER, NOT HARDER?



GRAB AN IMPORTANT-LOOKING DOCUMENT AND FOLLOW ME.



WALK BRISKLY AND PRETEND TO BE ANGRY ABOUT WHAT YOU'RE READING.



HEY, ASOK, WOULD YOU HELP ME...?

NEVER MIND.



AS A RULE, PEOPLE TRY TO AVOID ANYONE WHO HAS MORE PROBLEMS THAN THEY DO.



LESSON TWO: MAKE SURE YOUR SHIRT AND YOUR TOOTHPASTE ARE THE SAME COLOR.



THIS BABY IS COVERED WITH TOOTHPASTE STAINS, BUT YOU'D NEVER KNOW IT.



AND HOW OFTEN DO YOU NEED TO LAUNDER A SHIRT THAT SMELLS MINTY?



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I THINK MY
HEAD IS GETTING
HEAVIER FROM
ALL THE NEW
THOUGHTS.



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I PLAN TO
COMPENSATE BY
PROPPING IT UP
WITH MY ARM
DURING MEETINGS.



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SOME PEOPLE
THINK YOU
HAVE NO
GOALS.

LONG TERM,
I HOPE TO
BE ON A
STAMP.



ELBONIA HAS GOTTEN
A BAD REPUTATION.
WE NEED YOUR HELP
TO REBUILD OUR
IMAGE.



THE PROBLEM BEGAN
WHEN WE DISCOVERED
A CIVILIZATION OF
LEPRECHAUNS LIVING
UNDER OUR MUD.



NOW THEY'RE OUR
PRIMARY EXPORT.
BUT WE UNDERESTI-
MATED THE
VEGETARIAN
BACKLASH.



P.R. FOR ELBONIA

THE MEDIA GIVE YOU
A BAD RAP FOR EXPORT-
ING LEPRECHAUN MEAT.



OUR AD CAMPAIGN
WILL FEATURE A
LEPRECHAUN EXPLAIN-
ING THAT THEY ENJOY
BEING EATEN.



ELBONIANS ARE OUR
BEST FRIENDS. NOW
EXCUSE ME WHILE I
TENDERIZE MYSELF.



P.R. FOR ELBONIA

YOU NEED TO BUY
SOME INFLUENCE
IN WASHINGTON.



IT SOUNDS EXPEN-
SIVE, BUT IT'S A LOT
MORE AFFORDABLE
THAN YOU'D
THINK.



GUM?

YOU
GOT MY
VOTE!



DOUBLE THE REVENUE
ESTIMATES AND MAKE
SURE THE RESEARCH
SUPPORTS IT.



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BUT... BUT... IT'S
TOO LATE! THE
RESEARCH IS DONE,
AND IT WON'T
SUPPORT HIGHER
REVENUE!



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YOUR STRESS IS FROM
A COMBINATION OF
DRIVE-BY MANAGEMENT
AND A FLASHLIGHT IN
YOUR EYES.



I'M A VICTIM
OF DRIVE-BY
MANAGEMENT.



HE SPRAYED MY
CUBICLE WITH
IRRATIONAL
ORDERS AND
WADDLED AWAY.



HEH-HEH.
WADDLE
IS A
FUNNY
WORD.



I FEEL YOUR
EMPATHY
SLIPPING
AWAY.





DILBERT®



BY

SCOTT ADAMS



WRITE A REBUTTAL
TO THIS TECHNICAL
RECOMMENDATION
SO I CAN REJECT IT.



I CAN'T WRITE A
REBUTTAL TO MY OWN
RECOMMENDATION!



... THEN I HAD TO
WRITE MYSELF UP FOR
INSUBORDINATION.

MOCK
YOURSELF
AND GO TO
BED.



I'VE HIRED PHIL, THE
RULER OF HECK, TO
ACT AS DEVIL'S
ADVOCATE.



I'M NOT CERTIFIED
TO DO DEVIL WORK.
THE BEST I CAN DO
IS ROLL MY EYES AND
BE SARCASTIC.



OKAY...
MOVING
ON...

OH YEAH,
THIS IS A
GOOD TIME
TO MOVE
ON.



THE CORNER CUBICLE
OPENED UP. I PLAN TO
MAKE IT MINE.



THAT'S RIGHT: I'LL BE
SITTING IN THE MOST
PRESTIGIOUS CUBICLE
IN THE ENTIRE ROW!
FEAR ME!



BUWAHAI! FROM THERE
I WILL CONTROL THE
WINDOW SHADES AND
HARNESS THE SUN!

PLEASE...
NO SCREEN
GLARE.



ALICE MOVED INTO
THE CORNER CUBICLE
AND CLAIMED CONTROL
OVER THE WINDOW
SHADES!



OUR LIFE SUPPORT
SYSTEMS WILL BE IN
THE HANDS OF A MAD-
WOMAN!

MAYBE
SHE'LL
BE KIND.



ALICE, I UNDERSTAND
YOU'VE BEEN USING A
GIANT MAGNIFYING
GLASS AS A DEATH
RAY IN THE OFFICE.



IT'S NOT A DEATH RAY.
I USE IT ONLY TO
BURN OFF TOUPEES.



OH...
THAT'S
OKAY.

IS YOUR HEAD TOO
WARM? MY HEAD IS
TOO WARM.



QUESTION: HOW DO
YOU KNOW WHICH
MANAGEMENT TECH-
NIQUES WORK BEST?



LOGICALLY, DOESN'T
THE EXISTENCE OF
THOUSANDS OF MAN-
AGEMENT BOOKS SHOW
THAT NO ONE KNOWS
WHAT WORKS BEST?



THE TRICK
IS KNOWING
WHICH ONE
TO READ.

NOW
YOU'RE
JUST
MAKING
ME MAD.





DILBERT®



BY

SCOTT ADAMS

CATBERT
THE
EVIL DIRECTOR OF
HUMAN RESOURCES

HELLO,
HEAD-COUNT.

AM I
FIRED?

NO, NO.
NO...

I'D NEVER FIRE
YOU FOR MAKING
UNFLATTERING
COMMENTS TO THE
PRESS ABOUT THE
COMPANY.

REALLY? EVERYONE
SAID YOU'RE EVIL.

HEH, HEH, THANK YOU.

BUT ALL I'M DOING
IS TRANSFERRING
YOU TO A NEW JOB.

GEE, THAT DOESN'T
SOUND SO BAD.

WHAT
IS IT?

OUR NEW ASSEMBLY
LINE IS SEVEN INCHES
TOO LOW. YOUR JOB
IS TO FIX IT.

I'M LIVING
FOR THE
WEEKEND.

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I JUST REALIZED THAT
MY CAREER PRIMARILY
CONSISTS OF ASKING
YOU FOR STUFF...



...AND WONDERING
HOW LONG I SHOULD
WAIT BEFORE I
REMIND YOU.



DO YOU KNOW HOW
THAT MAKES ME
FEEL?

HOW WHAT
MAKES
YOU
FEEL?



WE CAN'T AFFORD
TO HIRE QUALIFIED
EMPLOYEES.



MY PLAN IS TO
HIRE DUMB PEOPLE
AND BE ANGRY AT
THEM.



I FORGET - WHAT'S THE
WORD FOR PRETENDING
THAT PEOPLE CAN
CHANGE THEIR BASIC
NATURE?



LONG TERM, I HOPE
TO CONVINCE OUR
BOSS THAT I HAVE
THE POWER TO
BECOME INVISIBLE.



THEN I CAN JUST
SIT HOME AND
GET PAID. OH, IT
WILL BE SWEET.



WALLY? IS
THAT YOU?

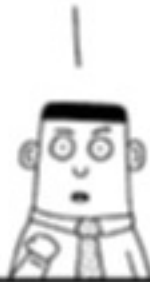
RIGHT
IN FRONT
OF YOU.



MY JOB IS NOT
STIMULATING
MY MIND.



IF YOU WANT TO
HAVE TIGERS, YOU
MUST FEED THEM
TIGER MEAT.



BUT THAT IS ONLY AN
ANALOGY. PLEASE DO
NOT MAKE ME EAT A
ZEBRA.



I FIRED OUR PLANT-
WATERING SERVICE
AND HIRED A LESS
EXPENSIVE ONE.



THAT'S THE SORT
OF LEADERSHIP
THAT WILL TURN
THIS COMPANY
AROUND.



WERE
WE
DOING
WELL?

OUR
PLANTS
ARE
PLASTIC.



YOU'VE
GOT TO
FOCUS ON
EXECUTION!



I THINK
HE WANTS
ME TO
EXECUTE
PEOPLE.



MAKE IT
LOOK
LIKE AN
ACCIDENT.



FROM NOW ON, MY
STAFF MEETINGS WILL
BE TWO HOURS
LONG.





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BY
SCOTT ADAMS

I HAVE SOME GOOD NEWS FOR YOU!

THE PAPERWORK FOR YOUR PROMOTION JUST CAME THROUGH.

THERE WERE FIFTY GOOD CANDIDATES FOR THIS JOB.

IT'S A ONCE-IN-A-LIFETIME OPPORTUNITY.

MOST PEOPLE IN YOUR SPECIALTY ARE DESTINED TO BE LOW-LEVEL LACKEYS FOREVER. BUT NOT YOU!

UMM...MY NAME IS TIM. THIS PROMOTION IS FOR TOM.

OH...
WELL...BEING A LOW-LEVEL LACKEY FOREVER IS GOOD, TOO.

COULD YOU TELL TOM I HAVE SOME GOOD NEWS?

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CAN YOU SUMMARIZE
THIS ON ONE PAGE
FOR OUR CEO?



YES, BUT IT WILL
OBLITERATE THE
PERSUASIVENESS OF
THE DOCUMENT AND
COST US BILLIONS IN
LOST OPPORTUNITY.



I SEE YOUR POINT,
BUT BEING WORDY
IS BAD, TOO.



LET'S OFFER EMPLOYEES
UNPAID VACATION
TIME, AS LONG AS
THEIR MANAGERS
APPROVE IT.



THEN WE'LL DOWNSIZE
ANY WORK GROUP THAT
USES IT, BECAUSE IT
PROVES THEY'RE OVER-
STAFFED.



EXCUSE ME
WHILE I
HUG MY-
SELF AND
PURR.

TAKE
YOUR
TIME.



OUR PRODUCTS GOT
REVIEWED IN THE
NEW ISSUE OF
"EXTORTION MAGA-
ZINE."



"IF THEY HAD BOUGHT
MORE AD SPACE IN THIS
MAGAZINE, WE WOULD
NOT COMPARE THEIR
PRODUCTS TO WEEK-OLD
SPIT."



IT'S
BETTER
THAN
LAST
MONTH.



I'LL BET WE
CAN GET TO
"DAY-OLD"
WITH
ANOTHER
HALF-PAGE
AD.





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THE NEW PRODUCT
BROCHURES HAVE
ALREADY WON
DESIGN AWARDS!



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THAT'S GREAT,
BUT OUR PRODUCT
WON'T DO ANY OF
THE THINGS YOU
CLAIM HERE.



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WELL, WHO SHOULD WE
BELIEVE — THE AWARD-
WINNING DESIGNER
OR THE GUY WHO CAN'T
STOP COMPLAINING?



WE MIGHT WANT TO
SCALE BACK SOME
OF THE CLAIMS IN
OUR NEW BROCHURE.

WHICH
ONES?

FOR EXAMPLE, WHERE
IT SAYS, 'PROVIDES
DIPLOMATIC IMMU-
NITY AGAINST ALL
CURRENT AND FUTURE
FELONIES.'

THAT'S
JUST
POETIC
LICENSE.

'TURN USED
MOTOR OIL
INTO ROOT
BEER.'



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BY

SCOTT ADAMS



THE TRAP DOOR WILL
WORK WITH YOUR
"OPEN DOOR POLICY"
TO ELIMINATE THE
WHINERS.



DISGRUNTLED EMPLOY-
EES WILL BE SAFELY
DROPPED INTO RUSH
HOUR TRAFFIC.



I NEED TO
REMEMBER
THAT'S
THERE.



I PLAN TO OPEN A
GAMBLING CASINO
FOR PEOPLE WHO HAVE
EXTRAORDINARILY BAD
LUCK.



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HOW CAN YOU
TELL WHO HAS
EXTRAORDINARILY
BAD LUCK?



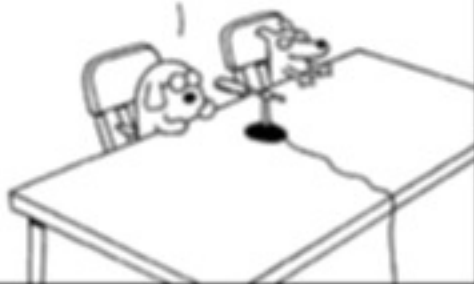
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THEY WOULD BE
THE ONES THAT GO
TO MY CASINO.



GAMING COMMISSION

MY CONCEPT IS A
CASINO EXCLUSIVELY
FOR MORONS.



IMAGINE A ROOM
FULL OF OBLIVIOUS
DOLTS, AND I'M
TAKING ADVANTAGE
OF THEM FOR PERSONAL
GAIN.



WHEN WOULD THAT
CONCEPT BEGIN?

ABOUT A
MINUTE
AGO.



CATBERT: EVIL H.R. DIRECTOR

I'M REMINDING
EVERYONE THAT
LAYOFFS CAN
IMPROVE
MORALE.



LAYOFFS PROVE
THAT MANAGEMENT
IS CAPABLE OF
MAKING TOUGH
DECISIONS TO TURN
THINGS AROUND!



YOU'RE RIGHT!
I DO FEEL MORE
OPTIMISTIC
NOW!



SECONDLY,
YOU'RE
FIRED.



SENIOR MANAGEMENT
KNOWS THEY NEED TO
RETAIN KEY EMPLOYEES
DURING HARD TIMES.



THAT'S WHY THEY'RE
GIVING THEMSELVES
HUGE RETENTION
BONUSES.



SO, THEY'RE
BLACKMAILING
THEMSELVES?

YOU CAN MAKE
ANYTHING
SOUND BAD.



THE FUTURE OF THE
COMPANY DEPENDS
ON NEW PRODUCT
REVENUE.



QUESTION: IS THAT
WHY YOU SLASHED
THE RESEARCH AND
DEVELOPMENT BUDGET?



IF YOU'RE SO SMART,
LET'S SEE YOU DESCRIBE
OUR FUTURE WITHOUT
USING THE WORD
"DOOMED."





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BY

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CAREER COUNSELING

I LOVE TO HEAR MYSELF TALK.

BUT I DON'T LIKE IT WHEN PEOPLE ROLL THEIR EYES AND GO "PHHHT."

I'D LIKE A JOB WHERE PEOPLE ARE FORCED TO NOD AND SMILE WHILE I BABBLE.

AND I'D LIKE TO PUNISH PEOPLE FOR MY OWN MISTAKES.

I RECOMMEND A CAREER IN MANAGEMENT.

JUST TO BE SURE, I'M GOING TO GIVE YOU A MANAGEMENT APTITUDE TEST.

HEY, I HAVE AN IDEA. MAYBE I SHOULD PURSUE A CAREER IN MANAGEMENT!

CONGRATULATIONS! YOU JUST PASSED THE MANAGEMENT APTITUDE TEST.

YES!

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WE HAVE THE
HIGHEST PROFIT
MARGIN IN OUR
ENTIRE INDUSTRY!



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APPARENTLY I'M
NOT SUPPOSED TO
SAY THAT IN FRONT
OF CUSTOMERS.



I WANT A HUSBAND
WHO COOKS AND
CLEANS AND RAISES
THE KIDS WHILE I
PURSUE MY CAREER.



TO ME, THAT SORT
OF MAN WOULD BE
A TOTAL TURN-ON.



YOO-HOO!
WHO LIKES
LEMON
WEDGES?



BOBBY, I'M LOOKING
FOR A STAY-AT-HOME
HUSBAND TO SUPPORT
MY CAREER.



I'M SORRY - I WAS
THINKING ABOUT
CHOCOLATE, AND I
DIDN'T HEAR A WORD
YOU JUST SAID.



THIS WILL
TAKE SOME
WORK.

BR-R-R-R,
I'M COLD.
NOW I'M
HOT. NOW
I'M COLD!



IF WE MARRIED,
WOULD YOU MIND
BEING A STAY-AT-
HOME FATHER?



I LOVE CHILDREN.
THAT WOULD BE A
VERY REWARDING
LIFESTYLE.



OKAY, NOW IMAGINE
THAT THERE AREN'T
ANY KIDS, AND YOU'RE
BASICALLY MY UNPAID
SERVANT.



WOULD IT BE WRONG
TO MARRY A MAN FOR
HIS HOMEMAKING
SKILLS?



DO A PRESENT-VALUE
CASH-FLOW COMPARISON
OF MARRIAGE VERSUS
THE EQUIVALENT SER-
VICE FROM TRAINED
MONKEYS.



IT'S NOT YOU...IT'S
ME...AND A WORLD-
WIDE OVERSUPPLY OF
MONKEYS.



LET'S SEE... YOUR
DEFECTS ARE
DISCUSSED IN
CHAPTER 23.



I'LL GIVE YOU A PHOTO-
COPY SO YOU CAN SEE
HOW TO FIX YOURSELF.



BOOKS ARE
FULL OF
INFORMATION.





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BY

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I NEED YOU TO GO ON
AN INTERNATIONAL
SALES CALL.

HOW
SHOULD I
DRESS?



SALESPEOPLE SHOULD
DRESS ONE LEVEL
ABOVE THE CUSTOMER.



WHAT'S BETTER - THE
CHERUB OR THE LIGHT-
NING BOLT?

TAKE BOTH.
YOU CAN'T
OVERDRESS
AT THE VAT-
ICAN.



IT'S BECAUSE I'M
MAKING A SALES CALL
TO THE VATICAN

I'M TOLD THAT SALES-
PEOPLE SHOULD DRESS
ONE LEVEL ABOVE
THEIR CUSTOMERS.

AREN'T
YOU
WORRIED?

ABOUT
WHAT?

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FOLKS, PLEASE STAY
IN YOUR SEATS. WE'VE
BEEN GRABBED BY
A HUGE HAND.



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I HOPE THIS HAS
NOTHING TO DO WITH
HOW I DRESSED FOR
MY SALES MEETING AT
THE VATICAN.



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BUT IT TURNED OUT
TO BE A GUY WITH A
HUGE HAND WHO SAID
HE "THOUGHT IT WOULD
BE FUNNY."



HEE HEE!
HUGE HAND.



SWITCH TO DECAF
FOR A WHILE. THAT
SHOULD HELP.



I'LL REPLACE ALL OF
THE OFFICE COFFEE
WITH DECAF FOR
MY CONVENIENCE.



MUST...FIND
...ANTIDOTE.



HOW CAN WE
ELIMINATE \$200,000
OF WORTHLESS FAT?



WOW! EVERY HAND
WENT UP. I LIKE
IT WHEN EVERYONE
PARTICIPATES!



SO IT TURNS
OUT THAT IT'S
BETTER WHEN NO
ONE PARTICIPATES.



THE "EMPLOYEE OF
THE YEAR" AWARD
GOES TO...NO ONE.



THANKS FOR
COMING. BETTER
LUCK NEXT YEAR.



IT'S NOT AS BAD
AS THE TIME THAT
YOU WON IT.

JEALOUSY IS
UNATTRAC-
TIVE.





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BY
SCOTT ADAMS

SEVEN STAGES OF A PERFORMANCE REVIEW

IT'S TIME.

DENIAL

WHAT THE...? THESE
AREN'T EVEN MY
OBJECTIVES!

ANGER

WHO SAID THESE
THINGS ABOUT ME?!

BARGAINING

WHAT IF I MAKE
SOMEONE WRITE A
GLOWING E-MAIL
ABOUT ME?

DEPRESSION

MORALE SLIPPING
AWAY...HAIR...
SO...LIMP.

ACCEPTANCE

WHATEVER. THERE'S
NO BUDGET FOR
RAISES ANYWAY.

TRASH-TALKING

...WOOL-COVERED
PILE OF IGNORANT
MONKEY SPIT.

LUNCH

A FALAFEL
WOULD HIT
THE SPOT.

E-mail: SCOTTA@DILBERT.COM

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THE COMPANY WILL
BE TAKING A ONE-
TIME CHARGE TO
WRITE DOWN THE
VALUE OF OUR
MERGER.



THE NUMBER IS SO
LARGE THAT IT HAS
NO NAME. OUR
MARKETING DEPART-
MENT IS ON IT.



LET'S SEE A SHOW
OF HANDS FOR
"FROOGLEPOOPILLION."



WE NEED TO ANNOUNCE
OUR RECORD LOSSES IN
A WAY THAT DOESN'T
MAKE MANAGEMENT
LOOK LIKE...



INEBRIATED
SIMIAN
MISCREANTS?

RIGHT.



GRAPHICS DEPARTMENT

THEY WANT TO GO
IN A WHOLE OTHER
DIRECTION.



A GOOD MANAGER
NEEDS TO SMELL
LIKE A MANAGER.



YOUR BREATH
SHOULD BE A FIERY
CONCOCTION THAT
SAYS, "AGREE WITH
ME OR DIE."



TRY "DOGBERT'S
MANAGEMENT BREATH
ENHANCER," MADE
FROM GROUND-UP
CIGARETTES, FARM
SHOVELS AND
COFFEE.



ACCOUNTING TROLLS

WHAT WOULD HAPPEN
TO OUR PROFITS IF WE
WROTE OFF THESE BONE-
HEADED MISTAKES?



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AND HOW ABOUT
THE WORST-CASE
SCENARIO?



HERE'S THE PRESS
RELEASE ABOUT
OUR RECORD LOSS.



"THE CEO STEPPED
DOWN AFTER EARNING
\$100 MILLION MORE
THAN THE COMPANY
ITSELF DURING HIS
TENURE."



"IN A MESSAGE TO
SHAREHOLDERS, HE
SAID, 'HA HA! MAYBE
YOU SHOULD HAVE
BOUGHT STOCK IN ME!!
WHO'S YOUR DADDY?!!'"



MY COMPANY LOST A
FROOGLEPOOPILLION
DOLLARS. I'M EMBAR-
RASSED TO TELL PEOPLE
WHERE I WORK.



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NEVER BE AFRAID
TO TELL THE TRUTH
ABOUT YOURSELF.



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BECAUSE
HONESTY
IS THE
BEST
POLICY?



BECAUSE
NO ONE
PAYS ANY
ATTENTION
TO WHAT
YOU SAY.





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BY
SCOTT ADAMS

YOU'RE COMING
TO WORK AT
NINE-THIRTY?

BY THE TIME YOU GET
YOUR COFFEE AND GET
YOUR BAGEL, IT'LL BE
TEN O'CLOCK!

I STARTED AT SIX!
I'VE ALREADY WORKED
FOR FOUR HOURS, AND
I'LL PROBABLY STAY
LATE!

OVER THE COURSE OF
A LIFETIME, I'LL
WORK TWICE AS MUCH
AS YOU!

BUT...WE'LL BE PAID
THE SAME...AND WE'LL
BOTH DIE ANYWAY.

SO...I GUESS WHAT
YOU'RE SAYING IS
THAT YOU'RE SMARTER
THAN I AM.

**I CURSE THE
CASUAL BRILLIANCE
OF YOUR LIFE
STRATEGY!!!**

MY BAGEL
WILL BE EXTRA
TASTY TODAY.

E-mail: SCOTT@SCOTTADAMS.COM

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I CALLED THIS
MEETING TO DO
A SANITY CHECK
ON MY PROJECT.



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FLAMING
SQUIRRELS ARE
EATING MY
TONGUE!!!



WHAT?



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IF YOU WANT TO BE
A GREAT LEADER, READ
THE BOOKS THAT HAVE
INSPIRED LEADERS
FOR CENTURIES.



FOR EXAMPLE, THE
FIRST PYRAMIDS WERE
BUILT AFTER A TWELVE-
YEAR-OLD PHARAOH
READ THIS
BOOK.



"THINGS THAT
LOOK NAUGHTY
FROM MILES
AWAY."



DON'T TOUCH THE
PROTOTYPE OR
YOU'LL GET A SHOCK.

MUST TOUCH.



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DON'T
TOUCH IT
A SECOND
TIME.

MUST...
TOUCH...
SECOND...
TIME.



OUR STRATEGY IS
TO GROW REVENUE
FROM NEW PRODUCTS.



HOW OBVIOUS DOES
AN IDEA NEED TO
BE BEFORE WE'LL
STOP CALLING IT A
STRATEGY?



AND WE
PLAN TO
ELIMINATE
WASTE.

WE'LL
MISS
YOU.



Beep-Beep-a-Beep
Beep-a-Beep
//

EVERY TWO
MINUTES.

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HAVE
YOU
SEEN
MY CELL
PHONE?

WAS IT
METALLIC,
NOISY AND
FLUSHABLE?



MEANWHILE IN HECK...

YOU'RE ON A
WINNING STREAK,
SNOWBALL.



BUT LET'S SEE WHAT
HAPPENS TO YOUR
CHANCES WHEN I
TURN UP THE HEAT!



THAT'S RIGHT - THE
FURNACE IS BROKEN
AGAIN!

FOUR
QUEENS.





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BY
SCOTT ADAMS

THANKS FOR TESTING
MY NEW INVENTION.

IF THIS THING
WORKS, IT WILL
CHANGE FOREVER THE
WAY THAT MOTHERS
USE THE TELEPHONE.

WE'VE BEEN ON THE
PHONE FOR HALF A
MINUTE. THE NOISE
SHOULD START AT
ANY MOMENT.

HERE
IT
COMES.

HEY! WHAT
ARE YOU
DOING ON
THE PHONE?!

CAN I EAT TEN
COOKIES? I
THINK MY ARM
IS BROKEN!
WHERE'S
MY TOY?!!

WAAA
AAAAA
AAAA!!

NOW PRESS THE
TODDLER NOISE
CANCELLATION
BUTTON.

IT STOPPED THE NOISE.
BUT YOU NEED TO DO
SOMETHING ABOUT THE
VISUAL.

CAROL, PRINT OUT OUR
COMPANY WEB SITE AND
PUT IT IN A BINDER
FOR EASIER REFERENCE.



OKAY. AND I'LL ALSO
TRANSLATE IT INTO
KLINGON TO MAKE
IT EVEN EASIER.



AND I'LL ALERT THE
DICTIONARY MAKERS
THAT 'EASIER' MEANS
STUPIDER.

KEEP THEM
OUT OF
THIS.



A BAD DAY

MAYBE IT'S TIME TO
LOOK FOR A NEW JOB
ONLINE.



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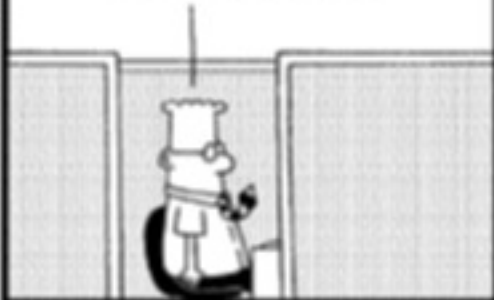
A WORSE DAY

HEY, THAT'S MY
JOB THEY'RE
TRYING TO FILL.



A MUCH WORSE DAY

AND I'M
UNQUALIFIED.



IF YOU SEE ANYONE
VIOLATING THE NEW
CORPORATE CODE OF
ETHICS, REPORT IT
IMMEDIATELY.



I'D LIKE TO REPORT
OUR SENIOR MANAGE-
MENT FOR TELLING US
TO SHIP PRODUCTS
THAT WE KNOW ARE
DEFECTIVE.



YES. I
WILL
TAKE
CARE OF
THAT.



OOOH! OOOH!
LYING!!!
I REPORT
YOU!!!





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A FEW YEARS AGO

THE COMPANY WILL NO LONGER PROVIDE FREE SOFT DRINKS.



THIS YEAR

NO MORE FREE COFFEE, AND NO MORE FREE BOTTLED WATER.



IN THE FUTURE

DON'T SWALLOW YOUR SALIVA.



OUR E-MAIL SPAM
BLOCKER IS STOPPING
ALL INCOMING AND
OUTGOING MESSAGES.



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APPARENTLY THE
SOFTWARE DECIDED
THAT EVERYTHING
WE DO IS A BUNCH
OF WORTHLESS #\$/%.



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I FEAR THAT IT'S BE-
COMING A SENTIENT
BEING. OUR ONLY HOPE
IS FOR YOU TO DEMOR-
ALIZE IT TO DEATH.





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BY
SCOTT ADAMS

DILBERT, WRITE
UP OUR TECHNO-
LOGY STRATEGY.

OKAY.
WHAT'S OUR
STRATEGY?

HOW SHOULD I
KNOW? IT'S NOT
WRITTEN YET.

DUH!

HOW CAN I WRITE
ABOUT SOMETHING
THAT DOESN'T EXIST?

DUH!

IT WILL EXIST,
AS SOON AS
YOU WRITE IT.

DUH!

DUH!

DUH!

DUH!

DUH!

DUH!

JUST
DO IT.

DOUBLE
DUH..

WHATEVER.

DUH TO
INFINITY

IF MY COMPANY
STOCK HAD ANY
VALUE, I'D BE
SELLING IT NOW.

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THE CLUTTERMELEON
LINES HIS NEST WITH
PRINTED DEBRIS.



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A PREDATOR COMES
OUT OF HIS LAIR.



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THE QUICK-THINKING
CLUTTERMELEON USES
HIS POWER OF DISGUISE.



TINA,
WOULD
YOU...?



HOLD ON
WHILE I
FINISH
WRITING
THIS
E-MAIL.



IT'S A TWELVE-PAGE
DESCRIPTION OF MY
CARPAL TUNNEL ISSUE,
AND THE FACT THAT
THERE'S NEVER ENOUGH
TIME TO DO MY WORK.



ARE ALL
OF YOUR
PROBLEMS
SELF-IN-
FLICTED?



THAT'S IT!
I'M ADDING
A CHAPTER
ABOUT YOU.
OUCH, OUCH,
OUCH, OUCH!



HI, THIS
IS DILBERT.

HI, I'M A
BUSINESS
REPORTER
FOR THE
WALL
TIMES
POST
GAZETTE.

I'M DOING A STORY
ABOUT HOW DUMB...
I MEAN DYNAMIC...
YOUR NEW PRODUCT
LINE IS.

THEN HE PROMISED NOT
TO PRINT THE AMUSING
NICKNAME I HAVE FOR
OUR CEO.

YOU ARE
SO DYNAMIC.

LOOK WHAT ONE OF
OUR ENGINEERS SAID
TO A REPORTER!



"OUR TECHNOLOGY
IS PUTRID, BUT WE
COMPENSATE BY
IGNORING
COMPLAINTS."



YOU KNOW WHAT
WOULD BE MORE FUN
THAN FIXING THOSE
PROBLEMS?

WITCH-
HUNT!!!



CORPORATE WITCH-HUNT

ALICE, DID YOU TELL A REPORTER THAT OUR PRODUCTS STINK?



I PROMISE ON THE HONOR OF MY FAMILY, AND ON ALL THAT IS HOLY, THAT I DID NOT.



SO I GUESS YOU'RE CALLING MY DIVINING ROD A LIAR.



CORPORATE WITCH-HUNT

I'VE NARROWED THE LIST TO SEVENTEEN SUSPECTS WHO MIGHT HAVE TALKED TO THAT REPORTER.



NOW WE'LL CHECK THEIR E-MAIL ARCHIVES, PHONE RECORDS AND LINGUISTIC PATTERNS UNTIL WE IDENTIFY THE OFFENDER.



AND THEN WE CAN PUNISH ALL OF THEM JUST FOR BEING ON THE LIST.



I LIKE THE WAY YOU STINK.



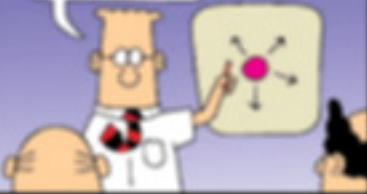
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BY

SCOTT ADAMS

AS REQUESTED, I PUT TOGETHER A LIST OF FUNCTIONS WE SHOULD OUTSOURCE.



I LIMITED MY LIST TO THINGS WE DON'T DO WELL.



MANAGEMENT, SALES, MARKETING, QUALITY CONTROL, ENGINEERING, FINANCE, HUMAN RESOURCES, AND CUSTOMER SUPPORT.



THAT LEAVES US WITH OUR CORE COMPETENCE...



...SITTING AROUND A BROWN TABLE.



AND, OF COURSE, OUR ABILITY TO SPEAK HONESTLY WITHOUT FEAR OF RETRIBUTION.



YOU WILL NEVER GET ANOTHER RAISE AS LONG AS I'M ALIVE.



WELL, THAT PUTS A LOT OF PRESSURE ON THE BROWN TABLE STRATEGY.



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I'VE NOTICED THAT DEAD PEOPLE KNOW A LOT. THEY'RE ALWAYS YAPPING TO PSYCHICS ON TELEVISION.



WE COULD KILL THE ENTIRE SOFTWARE-TESTING STAFF AND REPLACE THEM WITH ONE MEDIUM.



DO YOU SEE ANY PROBLEM WITH THAT?

IF THE DEAD PEOPLE LIE, HOW WOULD WE PUNISH THEM?



YOU'RE THE ONLY ONE
WHO HASN'T FINISHED
THE MANDATORY ONLINE
SIX SIGMA TRAINING.



I FINISHED IT, BUT
THE SYSTEM CRASHED
BEFORE IT STORED MY
DATA.



THIS IS WHEN YOU SAY,
"THERE'S NO NEED TO
RETAKE THE TRAINING.
I'LL JUST CHECK OFF
YOUR
NAME."



I NEED TO FIND A WAY
TO BEND THIS STEEL
ROD INTO A "U."

I'LL TAKE
CARE OF IT.



I WON THE PRESTI-
GIOUS "STEEL SPIKE
AWARD" FOR ENGI-
NEERING EXCELLENCE.

WHAT??!!



I GUESS IT'S VALIDA-
TION FOR BEING THE
HIGHEST PAID IN THE
DEPARTMENT...AND FOR
BEING MALE.



I WENT TO A MOVIE
WITH AN UNEMPLOYED
GUY. I CALL THAT AN
UNFUNDED MAN DATE.



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THE UNEMPLOYED
GUY DIDN'T LAUGH
EITHER. MAYBE IT'S
MY DELIVERY.



I MADE A FEW
SUGGESTIONS.



I'LL BE HAPPY TO MAKE
THESE UNNECESSARY
CHANGES TO THIS
IRRELEVANT DOCUMENT.



STOP
ACTING
HAPPY.



CAN I
WHISTLE
AND DANCE
WHILE I
WORK?

FOR FIVE HUNDRED
DOLLARS, I'LL NAME
A SUBATOMIC
PARTICLE AFTER
YOU.



SOME OF MY SATISFIED
CUSTOMERS INCLUDE
ARTHUR C. QUARK,
AND GEORGE MESON.



IT COMES
WITH AN
UNSIGNED
CERTIFI-
CATE!

I LIKE
'EM
CLEAN.





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I SURPLUSED TED.
YOU'LL NEED TO AB-
SORB HIS FUNCTION.

ABSORB
HIS
FUNCTION?

ARE YOU TELLING ME
TO DO TWO JOBS FOR
ONE SALARY?

NO, I'M TELLING
YOU TO ABSORB HIS
FUNCTION...IN AN
ABSORPTIVE
FASHION.

...USING OSMOSIS,
SYMBIOSIS, AND
SYNERGY.

CAN YOU CHANGE
REALITY BY INVENT-
ING NEW NAMES FOR
ORDINARY THINGS?

I SURE HOPE SO.
OTHERWISE MY
ENTIRE CAREER HAS
BEEN A...A...

TRAGIC SERIES OF
MONKEY-BRAINED
MISTAKES?

KEY
LEARNING.

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OUR NEW AD CAMPAIGN
WILL USE FAMILIAR
MUSIC FROM ARTISTS
WHO ARE WILLING TO
SELL OUT.



DUE TO BUDGET CUTS,
WE'LL LIMIT OUR
SEARCH TO MUSICIANS
WHO ARE DEAD BUT NOT
YET TOTALLY DECOM-
POSED.



MAKEUP!!!



AS YOU REQUESTED,
THIS PRICE QUOTE
INCLUDES ABSOLUTELY
EVERY EXPENSE YOU'LL
INCUR!



IF THAT'S TRUE,
YOU WON'T MIND
SIGNING THE "ALICE
SIDE AGREEMENT."



"IN THE EVENT OF
HIDDEN COSTS, CUS-
TOMER WILL REPEATEDLY
PUNCH VENDOR WHILE
YELLING 'YOU FREAKING
WEASEL!'"



YOU LAUGH AT EVERY-
THING, WHETHER IT'S
FUNNY OR NOT.

HA HA HAI!
IT'S
TRUE.



YOU'RE HIRED. YOU'LL
HAVE A BIG IMPACT
ON MORALE!

HA HA HAI!
YES, I WILL!



MUST
STAY
ALIVE.

HA HA HAI!
COMPUTERS
ARE FUNNY!
HA HAI!



I'VE DECIDED TO
SPEND MORE TIME
CRITICIZING
THINGS I DON'T
UNDER-
STAND.



I SAY WE SHOULD
FLAT-TAX THE KYOTO
TREATY ALL THE WAY
BACK TO THE
SECURITY
COUNCIL!



WOULDN'T THAT BE
UNFAIR TO STEM
CELLS?



THIS IS MY NEMESIS,
POINTY-HAIRED CARL.
HE MANAGES OUR
SOFTWARE DIVISION.



WRITE UP SOME
REASONS WHY HE
SHOULD REPORT TO
ME. I'LL SECRETLY
GIVE IT TO OUR VICE
PRESIDENT.



START BY SAYING
THERE'S NO REAL
DIFFERENCE BETWEEN
HARDWARE AND SOFT-
WARE.

I'M UNCLEAN!



OUR GOAL IS NOTHING LESS THAN A COMPLETE TAKEOVER OF POINTY-HAIRED CARL'S SOFTWARE DIVISION.



WE'LL START SECRETLY DOING THEIR JOBS IN ADDITION TO OUR OWN. THEN I'LL ARGUE THAT THEY SHOULD REPORT TO ME.

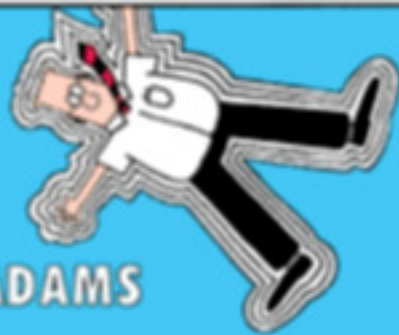


HYPOTHETICALLY, IF THE SECRET GOT OUT, WOULD WE STOP WORKING TWICE AS HARD FOR NO EXTRA MONEY?





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TINA, WE NEED
SOME CUSTOMER
SUCCESS STORIES
FOR THE WEB
SITE.



THE CLOSEST THINGS
WE HAVE ARE THESE
COMPLAINT LETTERS.
JUST CHANGE A FEW
WORDS.



CHANGE "KICK" TO
"KISS" AND THIS
ONE IS DONE, ALBEIT
DISTURBINGLY.



I'M TRYING
TO MAKE HIM
LOSE HIS
LANGUAGE
SKILLS.



I'VE BEEN USING
WORDS IN THE
WRONG CONTEXT
AND WAITING FOR
HIM TO ADOPT
THEM.



CAROL, COULD YOU
TRUCULENT THIS
DOCTRINAIRE TO
THE OBELISK?

CERVICALLY.



I NEED A DESCRIPTION
OF YOUR PROJECT AND
ITS PROJECTED COST.

THAT'S
IMPOSSIBLE.

THE PROJECT UNCER-
TAINTY PRINCIPLE SAYS
THAT IF YOU UNDER-
STAND A PROJECT, YOU
WON'T KNOW ITS COST,
AND VICE VERSA.

YOU
JUST
MADE
THAT
UP.

THAT
DOESN'T
MAKE IT
WRONG.

TELL ME WHY
YOU NEED A
NEW SERVER.



AND DON'T GIVE ME
THE CONDESCENDING
SIMPLE VERSION FOR
MANAGERS. I WANT A
FULL TECHNICAL
EXPLANATION.



EARLY CIVILIZATIONS
HAD NO CONCEPT OF
ZERO.



THE WEATHER IS
GETTING WORSE.
MAYBE WE SHOULD
CLOSE THE OFFICE.



THE FORECAST IS
FOR BLIZZARDS,
FREEZING RAIN,
TSUNAMIS, DEADLY
LAVA FLOWS, AND
PRECISION-GUIDED
BALL LIGHTNING.



AND RADIATION-
ENLARGED SWARMS
OF KILLER BEES.

GET SOME
SNOW TIRES,
YOU BIG
BABY.



THAT CONCLUDES MY
TWO-HOUR PRESENTA-
TION. ANY QUESTIONS?



DID YOU INTEND THE
PRESENTATION TO BE
INCOMPREHENSIBLE,
OR DO YOU HAVE SOME
SORT OF RARE 'POWER-
POINT' DISABILITY?



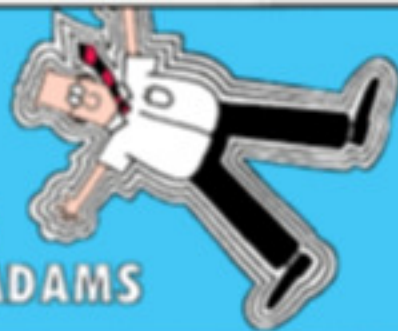
ARE THERE
ANY QUESTIONS
ABOUT THE
CONTENT?



THERE WAS
CONTENT?



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NOW I'D LIKE TO
RECOGNIZE WALTER
FOR HIS FIVE YEARS
OF WORK FOR THIS
COMPANY.



THANKS, BUT I'VE
BEEN HERE FOR
THIRTY YEARS...
OH, I GET IT NOW.



I FEEL A
SICK DAY
COMING ON.



WHAT IS THE
PRIORITY OF
YOUR BUDGET
REQUEST?



HIGHEST
OF THE
HIGH.



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EVERYONE RATED
THEIR OWN BUDGET
NEEDS "HIGHEST
PRIORITY." IT IS
A MOCKERY OF THE
PRIORITY SYSTEM!



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NAME ONE THING THAT
EVERYONE WOULD AGREE
IS A LOW PRIORITY.



WHATEVER
YOU'RE DOING.



OUR LEGAL DEPARTMENT
ADVISES US TO DESTROY
ANY DOCUMENTS THAT
SHOW WE KNOW OUR
PRODUCTS ARE HUGEY
DEFECTIVE.



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DO YOU HAVE
ROOM IN THERE
FOR THE USER
SPECIFICATIONS?



ALICE, THIS YEAR YOU
SINGLE-HANDEDLY
DESIGNED AND LAUNCHED
A BILLION DOLLAR
LINE OF NEW PRODUCTS.



FOR THAT ACCOMPLISH-
MENT, I GIVE YOU
THE HIGHLY COVETED
"MEETS EXPECTATIONS"
DESIGNATION!



ALICE, IF HAVING HIGH
EXPECTATIONS OF YOU
IS WRONG, THEN I
DON'T WANT TO BE
RIGHT.



WE CAN EITHER WAIT
THREE MONTHS FOR THE
SOFTWARE COMMITTEE
TO APPROVE OUR PLAN...



OR WE CAN SOAR LIKE
EAGLES, AND ACT
WITHOUT APPROVAL,
SAVING MILLIONS
OF DOLLARS!



PLEASE DON'T BE
SIDETRACKED BY
THE ANALOGY.



SINCE WHEN DO
EAGLES USE
SOFTWARE?



THE MAN WHO COULDN'T
GIVE DIRECT ANSWERS

DID YOU ASK YOUR
BOSS FOR APPROVAL?



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NOW I WILL
EXPLAIN THE
PROCESS FOR
GETTING
APPROVAL.



DO YOU
WANT TO
DO THIS
THE HARD
WAY?



FIRST,
YOU ASK
FOR A
MEETING.



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DOGBERT CONSULTS

YOUR NETWORK-SECURITY PRODUCT IS BUGGY AND COMPLICATED.

YOUR USER GUIDE IS AN INSPIRED WORK OF PURE EVIL.

AND YOUR TECH-SUPPORT DEPARTMENT IS AN INEBRIATED CHIMPANZEE WITH A TYPEWRITER.

ONE STRATEGY WOULD BE TO FIX ALL OF THOSE PROBLEMS.

WHAT'S THE OTHER STRATEGY?

SELL CONSULTING SERVICES TO YOUR VICTIMS... I MEAN CUSTOMERS!

I'M SO HAPPY. IT'S MAKING MY HAIR QUIVER!

BUT WHAT DO WE DO WHEN OUR CONSULTANTS CAN'T MAKE OUR PRODUCTS WORK EITHER?

THEY'RE PAID BY THE HOUR.

QUIVER!!

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I'M TRYING TO FIRE
A GUY WHO HAS
MULTIPLE PERSON-
ALITIES.



I'M EXHAUSTED. I
FIRED THE COWBOY,
THE LITTLE GIRL, AND
THE ASTRONAUT THIS
MORNING. I'LL DO THE
TWIN'S LATER THIS
AFTERNOON.



I'M TIRED,
BUT IT'S
A GOOD
TIRED.

CAN I
DO THE
MIME?



AFTER MONTHS OF
WORK, I FINISHED OUR
BID FOR THE HUGE
GALATIKUS PROJECT.

I'LL DELIVER
IT TO THEM.



IF IT'S ONE MINUTE
LATE, WE'LL BE DIS-
QUALIFIED. THE FUTURE
OF OUR COMPANY
DEPENDS ON US WIN-
NING THIS BID.



HE MUST THINK
I'M A...WHOA,
WHAT'S THIS?



IRISH LINE
DANCING
LESSONS
10% OFF

AND YOU FAILED AT
YOUR PRIMARY
OBJECTIVE OF WIN-
NING A BID FOR THE
GALATIKUS JOB.



THAT'S BECAUSE YOU
SAID YOU'D DELIVER
THE BID ON TIME, BUT
YOU GOT SEDUCED BY
IRISH LINE-DANCING
LESSONS AND FORGOT
TO MAIL IT!



I CAN'T BELIEVE
YOU'RE TRYING
TO PIN THE BLAME
ON THE IRISH.



SOMEONE NAMED
TIFFANY SENT
ME E-MAIL.



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YAGGA
WAGGA!!



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SOMEONE TURNED
OFF THE SPAM
FILTER.



LATELY, EVERY PERSON
I DEAL WITH SEEMS TO
DISAPPOINT ME.



EVERY MEETING STARTS
LATE, EVERY ANSWER
IS MISLEADING, EVERY
DEADLINE IS IGNORED,
AND ALL WORK IS
SHODDILY DONE.



I GUESS WHAT I'M
SAYING IS THAT TODAY
I NEED SOME EMPATHY.



YOU ARE
TOTALLY
BLOCKING
MY VIEW OF
THE WALL.



ALICE, I NOTICE
THAT YOU ALWAYS
CLICK SOMETHING
WHEN I APPROACH.



OBVIOUSLY YOU'VE
BEEN USING COM-
PANY TIME TO LOOK
AT INDESCRIBABLY
FILTHY IMAGES.



AND WHY
DOES THAT
SEEM SO
OBVIOUS
TO YOU?



LET'S
LEAVE ME
OUT OF
THIS.





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WHEN I'M NOT HELPING TEAM MEMBERS, I LIKE TO FEED THE POOR OR READ TO BLIND PEOPLE.

I DON'T CARE ABOUT MONEY. ALL I WANT IS A CHANCE TO HELP HUMANITY REACH ITS FULLEST POTENTIAL.

YOU'RE SO WONDERFUL. IT'S MAKING ME CRY! YOU'RE HIRED.

EXCELLENT.

COME MEET THE TEAM.

I HAVE A SPECIAL SKILL FOR IDENTIFYING GOOD PEOPLE.

IT'S PART INSTINCT, PART EXPERIENCE.

AND YES, MAYBE JUST A LITTLE ESP.

WATCH THIS.

ALICE, YOUR FAVORITE COLOR IS... MITTEN?

I'LL GET EVERYONE'S
OPINION, AND THEN
I'LL MAKE MY
DECISION.



TRANSLATION: YOU'LL
TAKE THE ADVICE OF
WHOEVER DOES THE
BEST JOB OF TRASH-
TALKING EVERYONE
ELSE.



WHERE DO
YOU GET
THESE
CRAZY
IDEAS?

SHE'S
MENTAL.



OUR NEW PRODUCT
HAS HALF A MILLION
LINES OF CODE!



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TRANSLATION: THERE'S
NOTHING GOOD ABOUT
THIS PRODUCT, SO YOU
HOPE I'M IMPRESSED
BY IRRELEVANT DATA.



NOW
AVAIL-
ABLE IN
ECRUI



YOU LEAVE
ME NO
CHOICE BUT
TO KEY YOUR
CAR ON THE
WAY OUT.



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WOW! YOU HAVE THREE
MASTERS DEGREES AND
A PHD!



YES, IT'S ALL VERY
IMPRESSIVE, BUT
INTERESTINGLY, I
HAVE NO COMMON
SENSE WHATSOEVER.



THAT'S NOT THE SORT
OF THING YOU SHOULD
SAY DURING A JOB
INTERVIEW.



I HAVE A PHD, SO
OBVIOUSLY YOU
SHOULD DO WHAT
I SAY.



INSTEAD OF NEGOTIAT-
ING WITH VENDORS,
LET'S JUST TELL THEM
HOW MUCH MONEY WE
HAVE AND ASK THEM TO
DO THE RIGHT
THING.



YOU'RE PROB-
ABLY FEELING
EMBARRASSED
FOR NOT
THINKING OF
THE IDEA
YOURSELF.



TINKLE
TINKLE
TINKLE

BOSS
APPROACH-
ING.



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THANKS FOR THE
MAGIC MANAGEMENT
NECKLACE! I HAVE
TO ADMIT THAT I
DOUBTED ITS POWERS.



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BUT SINCE I'VE
BEEN WEARING IT,
I HAVEN'T SEEN A
SINGLE EMPLOYEE
WHO WASN'T HARD
AT WORK.



MY KEYBOARD
LOOKS EXACTLY
LIKE EVERYONE
ELSE'S.



I NEED MORE OF A
MANAGEMENT KEY-
BOARD, WITH SPECIAL
KEYS AND THAT SORT
OF THING.



AND THE "C"
BECOMES THE
NEWLY DISCOVERED
LETTER "G."





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HI, I'M MATT.
IT'S MY FIRST
DAY HERE.

I'M DILBERT.

AND
THIS
IS...

I'D RATHER
NOT SAY.

I PREFER TO REMAIN
ANONYMOUS. SO YOU
WON'T FEEL COMFORT-
ABLE ASKING ME FOR
ANYTHING LATER.

HERE'S MY
CARD. IT'S
BLANK.

THE PHRASE THAT
YOU'RE LEAST LIKELY
TO HEAR TODAY IS,
'WE'RE JUST LIKE
FAMILY.'

ARE YOU WORRIED
THAT HE'LL TURN
OVER THE CARD AND
SEE YOUR NAME?

NO.

WAS
THAT
MY
CARD?

I'VE BEEN
HANDING
THEM OUT
FOR YEARS.

ALICE, I KNOW
THAT TIMES ARE
TOUGH. BUT YOU
NEED TO SHOW MORE
OPTIMISM.



TRY TO FIND THE
ONE GOOD THING
ABOUT ANY BAD
SITUATION.



OUR ENTIRE
SALES FORCE
HAS BEEN
EATEN BY
WILD PIGS.

PIGS
ARE
CUTE!



THE TECHNICAL
SOLUTION IS SIMPLE
AND INEXPENSIVE.



BUT IT WOULD COST
A FORTUNE TO GET
INTERNAL APPROVALS
BECAUSE VAST HERDS OF
MANAGEMENT DOLTS
WOULD GET INVOLVED.



SO I
SHOULD
JUST DO
IT, RIGHT?



DID YOU
CALL ME
A VAST
HERD?



WHERE DO
YOU WANT
TO EAT?

ANYPLACE.



SUDDENLY, MIKE
THE VEGAN POUNCED.

DO YOU MIND
IF I JOIN YOU?



SOON, HUNGER STARTED
TO SET IN.

NO, I CAN'T EAT AT
ANY OF THOSE FIFTY
CHOICES. WHAT ELSE
DO YOU
HAVE?



MIKE THE VEGAN

I USE NO ANIMAL
PRODUCTS WHATSOEVER!



YOUR CLOTHES WERE
CREATED ON SEWING
MACHINES THAT USED
ELECTRICITY FROM
COAL AND OIL, AND
THOSE COME FROM
DEAD DINOSAURS.



I NEED TO
START MAKING
EXCEPTIONS.



WALLY, HOW DO I
HANDLE THE PSYCHO-
LOGICAL PRESSURE OF
A STALLED CAREER?



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REMEMBER THAT WHEN
YOU REACH FOR THE
STARS, THEY'RE TOO
FAR AWAY, SO IT'S
HOPELESS.



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BUT SOMETIMES
YOU CAN REACH
A STAR...CAN'T
YOU?



THAT WOULD
BURN YOUR
HAND CLEAN
OFF.



DILBERT, TAKE
CARE OF THIS.
IT'S OUR TOP
PRIORITY.



SURE. I'LL JUST
LET MY OTHER TOP
PRIORITIES SLIP
UNTIL MY CAREER
IS A SMOLDERING
MOUND OF RUBBLE.



SO
WHAT
IS
IT?

I DON'T
KNOW... I
JUST DIDN'T
LIKE IT ON
MY DESK.





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OUR COMPETITORS
FOUND A WAY TO
SEND BROADBAND
INTERNET TRAFFIC
OVER THE POWER
GRID.



I WANT YOU TO FIND
A WAY TO SEND DATA
VIA THE SEWER
SYSTEM.



I THOUGHT
I WAS
ALREADY
DOING IT.



ASOK, WOULD YOU LIKE
TO JOIN A DOOMED
PROJECT FOR SENDING
INTERNET TRAFFIC
OVER THE SEWER
SYSTEM?



ABSOLUTELY! I MIGHT
BE YOUNG AND IN-
EXPERIENCED, BUT I
KNOW A GOOD THING
WHEN I SEE IT!



I NEED YOU TO WORK
UNDER THE SEWAGE
AND BREATHE THROUGH
A STRAW.



I'VE NEVER BEEN A
PROJECT MANAGER
BEFORE.



I UNDERSTAND I'M
SUPPOSED TO DIRECT
YOUR NATURAL
TALENTS AND ENERGIES
TOWARD A COMMON
GOAL.



CAROL, DID
YOU MAKE
COPIES OF
THE AGENDA?

NO, IT
SOUNDED
HARD.



IN ONLY ONE WEEK
MY PROJECT TEAM
HAS CREATED A TIME
LINE AND IDENTIFIED
THE RESOURCES WE
NEED.



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NEXT WEEK, WE
PLAN TO REVISE
THE TIME LINE AND
RE-EXAMINE OUR
RESOURCE NEEDS.



GOOD
WORK.

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THERE MUST
BE A THOUSAND
WAYS TO SAY I
HAVEN'T DONE
ANYTHING.



YOU NEED TO
SLITHER AWAY
FROM YOUR DOOMED
PROJECT BEFORE
YOU GET BLAMED.



MY ASSISTANT WILL
TEACH YOU HOW TO
SHED YOUR PROJECT
MANAGER SKIN.



YELLO!



OW! OW!
OW! HOW'S
THIS SO
FAR?



IMPRES-
SIVE, BUT
WE WERE
SPEAKING
METAPHOR-
ICALLY.



I'VE PUT MY HEART
AND SOUL INTO THE
HIGH-SPEED-DATA-BY-
SEWER PROJECT.



BUT I BELIEVE IN
DEVELOPING OUR
TALENT POOL. SO I
RECOMMEND PUTTING
ASOK IN CHARGE OF
THE PROJECT. I WILL
BE HIS MENTOR.



WOW!
WHAT
SHOULD
I DO
FIRST?



I WOULDN'T
RULE OUT
PANICKING.





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ASOK, I DESIGNATE
YOU THE KEEPER OF
THE GIANT BINDER.

IT CONTAINS OUR
SECRET TECHNOLOGY
PLANS.

IT CAN NEVER
LEAVE THIS
OFFICE.

IT WON'T FIT IN
ANY DRAWER.

AND THE "CLEAN
DESK POLICY"
FORBIDS ME FROM
LEAVING IT ON
MY DESKTOP.

GAAA!! I CAN'T
TAKE IT HOME,
AND I CAN'T
LEAVE IT HERE!

I MUST USE IT AS A
TINY BED AND SPEND
THE REST OF MY DAYS
GUARDING IT.

WHAT DID YOU DO
WITH THE GIANT
BINDER PROP THAT
YOU GOT AT THE
TRADE SHOW?

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SINCE I BECAME
PROJECT MANAGER,
NO ONE HAS RETURNED
MY CALLS OR RESPOND-
ED TO MY E-MAILS.

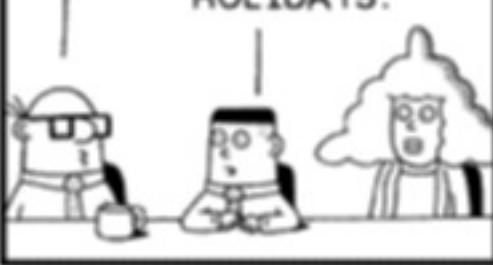


LUCKILY, I'M AN I.I.T.
GRADUATE, MENTALLY
SUPERIOR TO MOST
PEOPLE ON EARTH, SO I
FINISHED THE PROJECT
MYSELF.



ARE
YOU
TIRED?

I AM TRAINED
TO ONLY SLEEP
DURING
NATIONAL
HOLIDAYS.



AT THE INDIA INSTITUTE OF TECHNOLOGY, I LEARNED TO USE MY HUGE BRAIN.



BUT I TRY NOT TO FRIGHTEN ORDINARY PEOPLE WITH ANY GRATUITOUS DISPLAYS OF MENTAL SUPERIORITY.



FOR EXAMPLE, I NO LONGER REHEAT MY TEA BY HOLDING IT TO MY FOREHEAD AND IMAGINING FIRE.



WOULD YOU LIKE TO
MAKE A HUNDRED
MILLION DOLLARS FOR
JUST SHOWING UP AT
WORK?

YES!



MY AUDIO LESSONS
TEACH YOU HOW TO
BECOME AN UNDER-
PERFORMING CEO.



STEP ONE: BECOME
A CEO. STEP TWO: BE
THE SORT OF PERSON
WHO WOULD BUY THESE
AUDIO LESSONS.



DID YOU ORDER THE
PLASTIC CASINGS I
NEED?

THEY TAKE
TWO WEEKS
FOR DELIVERY.



I SEE THAT YOU'VE
CLEVERLY AVOIDED MY
ACTUAL QUESTION IN
FAVOR OF AN IMAGI-
NARY ONE INVOLVING
DELIVERY TIMES.



NOW I'M FANTASIZING
ABOUT RIPPING OFF
YOUR MUSTACHE AND
USING IT TO SHINE
YOUR HEAD.

I HEAR THAT
A LOT.



I RECOMMEND THAT
WE LOOK AT THE BIG
PICTURE AND VIEW
IT FROM 20,000 FEET.



DRIFTING...FLOATING
ABOVE THE EARTH...
WAIT...A PLANE IS
COMING RIGHT AT ME!
NO-O-O-O!!!



MAYBE YOU SHOULD
IMAGINE YOU'RE IN
THE PLANE.



BOB, REMEMBER THAT
MONEY CAN'T BUY
HAPPINESS.



BUT IT CAN BUY
EXPENSIVE POSSESSIONS
THAT MAKE OTHER
PEOPLE ENVIOUS, AND
THAT FEELS JUST AS
GOOD.



AND YOU
CAN PAY
TO HAVE
PEOPLE
WHACKED.

CAN I
TRADE MY
HAPPINESS
FOR SOME
MONEY?





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BY

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I DON'T HAVE TIME TO WORK ON THE NANOBIT PROJECT.

NO PROBLEM. TELL DILBERT I SAID HE SHOULD TAKE OVER.

TWO MINUTES LATER

I'M WAY, WAY TOO BUSY.

FINE. TELL WALLY TO DO IT.

TWO MINUTES LATER

I'M UP TO YOUR FACE IN ALLIGATORS!

OKAY, OKAY... HAND IT OFF TO ASOK.

TWO MINUTES LATER

BUT ALREADY I ONLY HAVE TIME TO EAT ONE CRACKER A DAY.

TELL TED I SAID...

SURE, I'LL DO IT. NO PROBLEM.

MMM... CRACKER TIME.

I'M QUITTING TOMORROW

I SOLVED FOUR PROBLEMS TODAY!

REMEMBER, IF
YOU'RE NOT THE
LEAD DOG, THE
VIEW NEVER
CHANGES.



I'M NOT THE LEAD
DOG, AND I HAVE
TO LOOK AT YOUR
FACE ALL DAY.



WHAT
ARE YOU
IMPLYING?

I WAS
ADMIRING
YOUR
INSIGHTFUL
ANALOGY.



EVERY MORNING I
RANK MY TASKS
AS A, B, OR C
PRIORITIES.



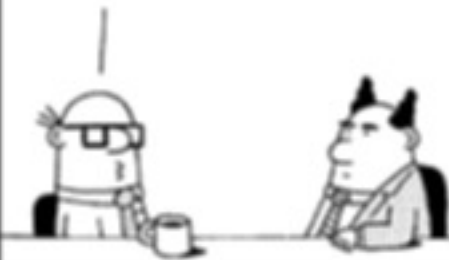
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AND THEN YOU
WORK ON THE
"A" PRIORITIES
FIRST?



TO BE HONEST, AFTER
I UPDATE THE LIST,
THERE ISN'T MUCH
LEFT IN THE TANK.



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I GOT YOUR THREE-PAGE E-MAIL, AND I BROUGHT YOU A GIFT.



IT'S A CLUMP OF BLANK SPACE. YOU CAN USE IT TO SEPARATE LONG, RAMBLING, UNRELATED SENTENCES.



NEXT WEEK I'LL INTRODUCE YOU TO A LITTLE CURVY THING THAT I CALL A COMMA.



WE'RE OUTSOURCING
HALF OF OUR PRO-
GRAMMING WORK
TO ELBONIA TO TAKE
ADVANTAGE OF THE
TIME DIFFERENCE.



WE'LL HAND OFF OUR
REQUIREMENTS AT
THE END OF OUR WORK
DAY AND GET BACK THE
FINISHED CODE THE
NEXT MORNING.



ONCE AGAIN, I HAVE
NO IDEA WHAT THEY
WANT.

LET'S PRETEND
WE DIED.



I WAS AN ENGINEER
BEFORE I MOVED TO
MARKETING.



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NOW I DON'T
EVEN REMEMBER
HOW TO TURN ON
MY LISA.



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YOU HAVE AN OLD
LISA COMPUTER FROM
APPLE?



I WAS AN ENGINEER
BEFORE I GOT INTO
MARKETING, SO I
HAVE A FEW SUGGES-
TIONS FOR YOUR
NETWORK DESIGN.



GET RID OF THIS
"CISCO" DOOHICKEY,
WHATEVER IT IS, AND
PUT IT IN A CATAPULT
MADE FROM LOCAL
TREES.



HAS IT
BEEN A
WHILE?

AT LEAST I
HAVE GOOD
SOCIAL SKILLS
NOW, YOU
DIPWEED.





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BY

SCOTT ADAMS

I HAVE THE RESULTS
OF THE EMPLOYEE
MORALE SURVEY.

THE NUMBER ONE
ISSUE IS "NOT ENOUGH
OPEN AND HONEST
COMMUNICATION
FROM MANAGEMENT."

WELL, OKAY. I'M
WILLING TO GIVE
THAT A TRY.

MANAGEMENT IS
LOOTING THE COM-
PANY WHILE HIDING
THE FACT THAT WE'RE
IN A DEATH SPIRAL.

WHenever you talk,
I think about my
fishing lures until
the noise stops.

WHEN I SEE AN
EMPLOYEE SUFFER,
IT EXCITES ME IN
WAYS I DON'T
UNDERSTAND.

ON NINE SEPARATE
OCCASIONS I'VE
FIRED BALD GUYS
BECAUSE I THOUGHT
THEY WERE YOU.

IF THIS DOESN'T WORK
FOR YOU, LET ME KNOW
ON THE NEXT EMPLOYEE
MORALE SURVEY.

E-mail: SCOTT@ADAMS.COM

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I CAN'T GIVE YOU
THE SALARY THAT YOU
DESERVE BECAUSE THEN
THERE'D BE NO ROOM
FOR A RAISE NEXT
YEAR.



I WOULDN'T WANT
YOU TO BE ALL
DISINCENTIVIZED,
YOU KNOW, JUST
MOPING AROUND.



NECK...
MUSCLES...
SO...
WEAK.



I THINK
MOTIVA-
TION
CAUSES
THAT.



EVIL H.R. DIRECTOR

NEW POLICY: YOU MUST
INFORM YOUR BOSS
BEFORE APPLYING FOR
AN INTERNAL JOB
OPENING.



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WELL, GOOD LUCK,
YOU DISLOYAL,
BACK-STABBING
INGRATE.



HEY, BIG GUY,
HOW'S YOUR
GOLF GAME
LATELY?



I'VE ONLY KNOWN
YOU FOR THREE
SECONDS AND ALREADY
I HAVE A DEEP DESIRE
TO PUNCH YOU.



BUT NO
ONE EVER
DOES.

HAVE YOU
MET ALICE?



I LOVE GOLF. GOLFING IS FUN. IT'S A GOOD DAY TO GOLF. DO YOU WANT TO GO GOLFING IN THE RAIN TOMORROW AT 6 A.M.?



NO, THANKS. I HAVE PLANS TO SANDPAPER MY ENTIRE BODY AND ROLL AROUND IN SALT.



I HOPE NO ONE EVER CREATES A SCORING SYSTEM FOR THAT.



WOULD IT BE OKAY
IF I WORKED THREE
HOURS A WEEK?



ANY MORE THAN
THREE AND MY
QUALITY OF LIFE
TAKES A STEEP
DIVE.



SECONDLY, IS THIS
A GOOD TIME TO
TALK ABOUT A
GIGANTIC RAISE?



I'VE NOTICED THAT
EVERY DECISION YOU
MAKE IS DIFFERENT
FROM WHAT I WOULD
HAVE DONE.



MY IQ IS 240. YOUR
IQ ASPIRES TO THE
THREE-DIGIT RANGE.
I ASSUME THAT YOUR
INTUITION AND EXPER-
IENCE ARE GUIDING
YOU.



PLEASE
BE THAT.

CHINESE
ASTROLOGY!





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BY

SCOTT ADAMS

CATBERT, THE EVIL
DIRECTOR OF HUMAN
RESOURCES

YOUR 401K RETIRE-
MENT PLAN WILL BE
REPLACED WITH A
401A PLAN.

THE "A" STANDS
FOR AFTERLIFE.

YOU'LL GET NO MONEY
IN THIS LIFE, BUT THE
COMPANY WILL REWARD
YOU IN THE AFTERLIFE.

THE ODDS OF THAT
HAPPENING SEEM
LOW.

YES, BUT ON AN
EXPECTED-VALUE BASIS,
A HIGH POTENTIAL
REWARD COMPENSATES
FOR LOW
ODDS.

FOR EXAMPLE, HOW
MANY FREE SOFTWARE
UPGRADES WOULD I
NEED TO PROMISE YOU
IN THE AFTERLIFE TO
MAKE YOU WORK YOUR-
SELF TO DEATH THIS
YEAR?

SEVENTY
VERSIONS.

I RESISTED HIS
CHARISMA, BUT
HE GOT ME WITH
HIS MATH.

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MY CONSULTING FIRM
SPECIALIZES IN
FIXING BUSINESS
STRATEGIES.



HAVE YOU EVER
FIGURED OUT WHY
YOUR OWN INDUSTRY
IS IN THE TOILET?



I'LL GIVE YOU A
THOUSAND DOLLARS
NEVER TO MENTION
THAT AGAIN.



I ABSOLUTELY NEED
YOUR INPUT BY
TUESDAY.



OK.



CONSIDERING THAT
YOU'RE MASSIVELY
UNRELIABLE, I'D LIKE
TO SAVE TIME BY
YELLING AT YOU NOW.



YOU SAID YOU'D
DO IT BY TUESDAY!!!



UMM... I WAS
TOO BUSY.



AS REQUESTED, I WROTE
THE BUSINESS PLAN TO
SHOW PROFITABILITY
BY YEAR THREE.



THE KEY REVENUE
ASSUMPTION IS THAT
AN ARMORED CAR
CRASHES THROUGH THAT
WALL AND
SPILLS ITS
CONTENTS.



AND DON'T STAND
WHERE THE COMET IS
ASSUMED TO STRIKE
OIL.



THE MANAGEMENT
RETREAT IN HAWAII
WAS PRODUCTIVE.



WE CALCULATED HOW
MANY EMPLOYEES
WE NEEDED TO DOWN-
SIZE TO PAY FOR THE
TRIP.



DON'T BLAME ME, TED.
I VOTED AGAINST THE
THIRD HELICOPTER
RIDE.



AT LONG LAST, I
FINALIZED THE
BUDGET.



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THIS IS THE
BUDGET FOR
LAST YEAR.



STOP
MAKING
IT SOUND
ANNUAL.



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I AVERAGED THE TOP-DOWN BUDGET WITH THE BOTTOM-UP BUDGET.



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AS YOU CAN SEE, THE IGNORANCE AND CRUELTY CANCELED OUT THE LYING AND OPTIMISM.



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DO YOU HAVE ANYTHING TO CANCEL OUT FEELINGS OF A WASTED HOUR?

HAVE YOU TRIED DESPAIR?





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THE VENDOR IS
SENDING THEIR
BEST NEGOTIATOR.



YOU MUST USE ALL OF
YOUR ENGINEERING
TRAINING TO RESIST
HER TRICKS AND LOOK
ONLY AT THE FACTS.



AND IF YOU AGREE TO
INFINITE LIABILITY,
YOU GET A .00001%
CHANCE OF DATING ME,
PLUS A MINUTE TO PLAY
WITH AN UNIDENTIFIED
GIZMO.



I PLAN TO MAKE
BUMPER STICKERS
FOR PEDESTRIANS
THAT SAY, "HOW AM
I WALKING? CALL
1-800 BLAH,
BLAH, BLAH."



IF YOU CALL THE
NUMBER AND REPORT
PEOPLE, THEY'LL NEVER
AGAIN BE ALLOWED
TO PURCHASE SHOES!



THE BEST PART ABOUT
HATING PEOPLE IS
THAT I NEVER RUN
OUT OF GREAT IDEAS.



HEY! YOU LEFT A
USED COFFEE STIRRER
ON THE COUNTER!!!



THE WASTEBASKET
WAS ONE FOOT AWAY!
I AM AN ASSOCIATE,
NOT YOUR MAID!!!



BEHOLD
THE
POWER
OF LAZI-
NESS.



SO, I'LL
THROW IT
AWAY FOR
YOU THIS
TIME.



I CAN'T IMAGINE
WHAT YOU TOLD
EVERYONE AT THE
MANAGEMENT
RETREAT...



BUT OUR MARKETING
DEPARTMENT ISSUED
A PRESS RELEASE SAY-
ING WE'RE DESIGNING
A TUNNEL LINKING
EUROPE TO DENVER.



FLASHBACK

I'M INSTALLING
A NEW SPRINKLER
SYSTEM IN
MY LAWN.

MUST
TOP.



I CALL IT THE "TUNNEL SHARK." IT CONVERTS DIRT AND ROCK INTO ENERGY AND CAN DIG FOREVER.



SO WHATEVER YOU DO, DON'T IGNORE WHAT I'M SAYING AND PUSH THE RED BUTTON.



NOW WHAT'S GOTTEN INTO YOU?



MY TUNNEL-DIGGING
PROTOTYPE ESCAPED
THE LAB AND BURROWED
INTO A PICKNICKER
IN PERTH, AUSTRALIA.



THE COMBINED ENTITY
IS A CYBORG THAT
HAS PROVEN TO BE
SURPRISINGLY POPULAR
AT PARTIES.



HA HAI DO THE TRICK
WITH THE DIRT!





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TED, WHAT'S THE
BUDGET FOR
RESEARCH AND
DEVELOPMENT?

IT'S CONFIDENTIAL.
I COULD TELL YOU,
BUT THEN I'D HAVE
TO KILL YOU.

HEE
HEE!

I'VE NEVER HEARD
THAT ONE. IT'S
VERY WITTY.

ALLOW ME TO SHOW
MY APPRECIATION
WITH THE FOLLOWING
FAKE LAUGH.

HA HA HA
HA HA HA
HA HA
HA!!!

HA HA
HA HA
HA!!!

THOSE ARE MY REAL
TEETH. I NEED THEM
BACK.

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WHO'S TODAY'S GUEST CARTOONIST?*

AT GREAT EXPENSE, I'VE JUST HIRED NILDO ORBFUTZ AS A CONSULTANT. HE WILL INCREASE OUR PRODUCTIVITY HEREBY CALCULATING HOW MUCH TIME IS ACTUALLY WASTED!



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WELL, NILDO. HOW DID YOU ACQUIRE YOUR CREDENTIALS? DEGREE IN BUSINESS MANAGEMENT? H.R.? P.R.? PSYCHOLOGY?

ON-THE-JOB TRAINING.



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LET ME GUESS: YOU'VE BEEN FIRED FROM EVERY JOB YOU EVER HAD... FOR WASTING TIME?

WELCOME TO THE WONDERFUL WORLD OF CONSULTING.



* ANSWER: GO TO DILBERT.COM

WHO'S TODAY'S GUEST CARTOONIST?*



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* ANSWER: GO TO DILBERT.COM

WHO'S TODAY'S GUEST CARTOONIST?*

I'M SO HAPPY IN MY NEW
SPACIOUS OFFICE WITH AN
OCEAN VIEW.

Dilbert is sitting at his desk, looking out a window. A thought bubble above him shows a large, modern office building with a wide view of the ocean. The office is spacious and bright, with large windows and a comfortable-looking desk.

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FINALLY I HAVE THE
WORKPLACE I'VE ALWAYS
DREAMED OF.

Dilbert is sitting at his desk, looking out a window. A thought bubble above him shows a chaotic and cluttered office environment. There are papers flying everywhere, a broken desk, and a general sense of disarray. The office is small and cramped, with no view of the ocean.

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THE PERSONALIZED
ENVIRONMENT
HEADSET WORKS,
SIR.

Dilbert is sitting at his desk, wearing a headset. He is talking to a customer who is on the phone. The customer is asking for Brad Pitt, and Dilbert is telling him that the personalized environment headset works.

BRAD PITT!
SHOULDN'T
YOU PUT A
SHIRT ON?

* ANSWER: GO TO DILBERT.COM

WHO'S TODAY'S GUEST CARTOONIST?*

THIS
ISN'T
MY
CUBICLE

YOUR
HOROSCOPE
SAYS YOU'LL
HAVE A "MIND-
ALTERING" DAY



I FEEL ODDLY
DRAWN TO
WATCH "DAYS
OF OUR LIVES."

YOU LOOK
ODDLY
DRAWN



I'M GOING TO GO
TO THE MALL AND
TRY ON BLACK
SHOES!

WOW!
YOUR LIFE
FINALLY HAS
A PURPOSE



* ANSWER : GO TO DILBERT.COM

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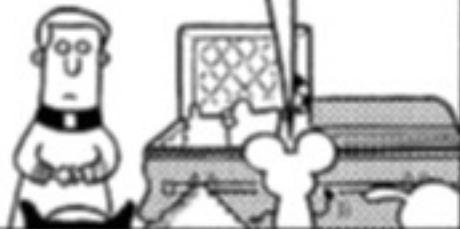
WHO'S TODAY'S GUEST CARTOONIST?*

...WHEN I FIRST HEARD DILBERT
HAD DIED WHILE RUNNING WITH
SCISSORS, I, TOO, WAS STUNNED. I,
TOO, ASKED, "WHAT'S IT ALL MEAN?"



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... THAT 2,247 NEWSPAPER
SLOTS ARE NOW WIIIIIDE
OPEN, BABY! ... KA-CHING!
KA-CHING!



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... SORRY ABOUT THE
KA-CHINGS.



* ANSWER: GO TO DILBERT.COM

ALL WEEK I FELT LIKE
I WAS DRIFTING
THROUGH ALTERNATIVE
UNIVERSES. I WAS ME,
BUT I WAS
DIFFERENT.



HAVE YOU BEEN NEAR
ANY DENSE OBJECTS
THAT WOULD MAKE THE
FABRIC OF SPACE-TIME
FOLD ONTO ITSELF?



ONE WEEK AGO

WILL THERE BE
ANY UNFORESEEN
PROBLEMS?



WHAT'S
HAPPENING
TO ME?!!





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BY
SCOTT ADAMS

I HAVE AN
IDEA FOR
BOOSTING MY
PERFORMANCE.



YOU WISELY COACHED
US TO USE ALL OF
OUR VACATION DAYS
EVERY YEAR.



BECAUSE WE COME
BACK RECHARGED!



OUR RENEWED MOTI-
VATION IS MORE THAN
ENOUGH TO COMPEN-
SATE FOR THE MISSED
DAYS.



MY PLAN IS TO
LEVERAGE THAT
COMPETITIVE
ADVANTAGE.



I'LL TAKE A FIFTEEN
YEAR VACATION AND
RETURN TEN MINUTES
BEFORE RETIREMENT.



THEN I'LL BE SO
RECHARGED THAT I'LL
POUNCE AND DO
TWENTY YEARS OF
WORK IN MINUTES!!



UNLESS IT'S NEAR A
HOLIDAY, IN WHICH
CASE, DO YOU MIND
IF I LEAVE EARLY?



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ARE YOU GOING
TO LUNCH?

LUNCH
ALREADY?

SHEESH! I BARELY HAD
TIME TO COME LATE TO
WORK, EAT BREAKFAST,
USE THE PLUMBING AND
READ THE PAPER.

YOU TAKE YOUR
NON-WORK
SERIOUSLY.

I'M TRYING
TO DEVELOP
A SENSE OF
NON-
URGENCY.

ASOK, YOU'VE BEEN
NAMED "EMPLOYEE
OF THE WEEK"!



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THE TITLE GIVES
YOU ACCESS TO THE
EXECUTIVE HELICOPTER
LANDING PAD ON THE
ROOF.



AND BY "ACCESS" I
MEAN YOU HOSE OFF
THE BIRD DROPPINGS
EVERY MORNING.



I GET TO
USE THE
COMPANY
HOSE!!!



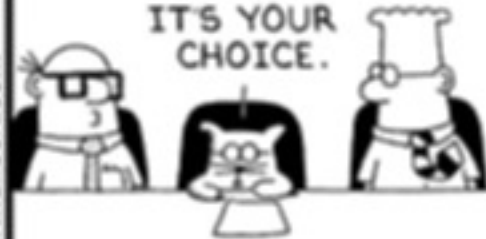
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CATBERT: EVIL H.R. DIRECTOR

THE COMPANY WILL
PROVIDE FREE
CHOLESTEROL
SCREENING
ON TUESDAY.



AT THE SAME TIME,
WE'RE PROVIDING
FREE BACON AND
CHEESE HOAGIES
ACROSS THE HALL.
IT'S YOUR
CHOICE.



I HATE HIM,
BUT I ALSO
LOVE HIM.



I E-MAILED YOU THE
EXPENSE BREAKDOWN.
I NEED YOU TO FIX
THE FORMAT AND SEND
IT OUT.



I WILL NOW READ
YOUR MIND TO GET
THE UNSPOKEN, EVER-
SHIFTING PREFERENCES
FOR THE FORMAT.



I SEE
NOTHING
EMPTINESS...
THE ABYSS...

ADD A
CHART.



HEY, RICK. ALLOW ME
TO EXPLAIN WHY
YOUR SPECIFICATIONS
ARE MUTUALLY
EXCLUSIVE.



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IF WE MAKE THE PACK-
AGE ULTRA LIGHT, THERE
WON'T BE ENOUGH
MATERIAL TO ABSORB
IMPACT WHEN...



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I DON'T THINK
I'M GETTING
THROUGH.



ALICE, YOUR PROBLEM
IS THAT YOU TAKE ON
TOO MUCH WORK.



THE PROBLEM IS
THAT YOU GIVE ME
TOO MUCH WORK!



YOUR SECOND PROBLEM
IS THAT YOU BLAME
OTHERS, AND YOUR
THIRD PROBLEM IS
THAT YOU'RE ALWAYS
ANGRY.





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BY

SCOTT ADAMS

WALLY, WHAT'S
THE STATUS OF
YOUR PROJECT?

DEEP BREATH...
CLEAR MY
MIND...

I'VE BEEN FOCUSING
MY BANDWIDTH ON
ORGANIC GROWTH.

I'M GETTING LOTS
OF PUSH-BACK, SO
I'M TAKING THE DIS-
CUSSIONS OFFLINE.

BUT SOMETIMES I
TABLE AN ISSUE
OR HANDLE IT IN
A SIDEBAR.

NOW I HAVE MY
DUCKS IN A ROW.
THE DEAL-BREAKERS
ARE ON THE BACK
BURNER, AND I'M
MANAGING EXPECT-
TATIONS.

OKAY...KEEP
UP THE GOOD
WORK.

WALLY,
YOU
DON'T
HAVE A
PROJECT.

WHAT?
THEN
WHY AM
I SO
TIRED?

WALLY, THERE HAVE BEEN COMPLAINTS THAT YOU TAKE CONFERENCE CALLS FROM THE MEN'S ROOM.



OK, PERHAPS I HAVE A FEW IDIOSYNCRASIES, BUT IT'S ONLY BECAUSE I CARE SO MUCH ABOUT THE WORK.



NO ONE INVITED YOU TO THOSE CONFERENCE CALLS.

WHAT IF I'VE ALREADY FINISHED THE NEWS-PAPER?



WE'RE NOT "LEVEL
CONSCIOUS" HERE.



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YOU COULD WALK UP TO
ANY VICE PRESIDENT'S
OFFICE AND TALK TO
HIS SECRETARY AS
IF YOU WERE AN
EQUAL.



WHICH, BY THE WAY,
YOU'RE NOT. SO DON'T
TRY TO MAKE DIRECT
EYE CONTACT.



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I CAN'T DO ANY MORE
WORK ON MY PROJECT
UNTIL YOU GIVE YOUR
INPUT, BUT YOU'RE
TOO BUSY.



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THERE'S NO POLITE
WAY TO SAY THIS:
BILL, YOU'RE A
BOTTLENECK.



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YOUR DOCUMENT IS
NOW SAYING HI TO THE
BOTTOM OF THE PILE.



BOTTLENECK BILL

ALL PURCHASE ORDERS
MUST BE APPROVED BY
ME.



I'LL BE TOO BUSY TO
APPROVE ANYTHING, BUT
AT LEAST WE HAVE A
SYSTEM.



IT'S TITANIUM.
NICE TRY.



DON'T SELL YOUR NEW
PRODUCT FOR \$29.
OFFER IT AT \$1,000,029
WITH A REBATE OF
\$1,000,000.



PEOPLE WILL THINK IT'S
A GREAT BARGAIN WHEN
IN FACT IT'S JUST A
HUGE INCONVENIENCE.



AND ALL WE NEED IS
ONE PERSON TO FORGET
TO MAIL IN THE REBATE
FORMS.



I'M HAVING PROBLEMS
AT HOME, SO I'LL BE
TAKING IT OUT ON YOU
TODAY.



I'LL BEGIN BY
HALLUCINATING
THAT YOU SAID
SOMETHING BAD.
THEN I'LL YELL AT
YOU FOR SAYING IT.



I AM
NOT A
SADISTIC
NUT!!!



IF I GO TO
MY CUBICLE,
CAN YOU
HALLUCI-
NATE THAT
I'M HERE?





DILBERT®



BY
SCOTT ADAMS

EVERYONE GETS A
COMPANY SHIRT!

IT'S
GOOD FOR
MORALE.

OOPS!
NOT FOR
TEMPS.

NONE FOR
CONTRACTORS.

NOT FOR
VENDORS.

NOTHING IN
YOUR SIZE.

NOT FOR PEOPLE WHO
MIGHT GET DOWN-
SIZED ON FRIDAY.

I'LL USE THE
LEFTOVERS AS
GARAGE RAGS.

DID THE
SHIRTS
IMPROVE
MORALE?

SURE
DID!
I FEEL
GREAT!

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TED IS BEING RUDE
AND UNHELPFUL. CAN
YOU ASK HIS BOSS TO
REMOVE HIM FROM
THE PROJECT?



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I'LL FORWARD
THIS TO TED.
THAT SHOULD
HELP.



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I WONDER
HOW PEOPLE
SOLVED PROB-
LEMS BEFORE
E-MAIL.



WE'LL BE SEEING
A LOT OF EACH
OTHER. I'M A
BOSS STALKER.



I WAIT BY HIS
OFFICE, UNSCHEDULED,
READY TO SUCK UP TO
HIM WHENEVER HIS
PHONE CALLS END.



PLEASE DON'T
GO... IT'S
STILL OUT
THERE.



LATER WE'LL BE JOINED
BY THE DIRECTOR OF
THE ONLY DIVISION
THAT'S MAKING A
PROFIT.



BEHOLD MY GREATNESS!!
BATHE YE ALL IN THE
PLEASURE OF MY
GENERAL PROXIMITY!!



I CAN ONLY
STAY IF YOU
GIVE ME AN
AWARD.



WHERE CAN I PUT
MY MOST IMPORTANT
FILES SO I WON'T
LOSE THEM?



I'LL BALANCE THEM
ON TOP OF THE TRASH
CAN SO THE JANITOR
KNOWS IT'S NOT PART
OF THE ACTUAL TRASH.



THESE ITEMS MUST
BE WHAT'S MOST
URGENTLY IN NEED
OF DISCARDATION.



WALLY, CAN YOU SHOW
ME HOW TO MAKE
CHANGES TO THE
SKILLS DATABASE?



I CAN'T RISK BEING
KNOWN AS THE GUY
WHO KNOWS HOW TO
EDIT THE DATABASE.

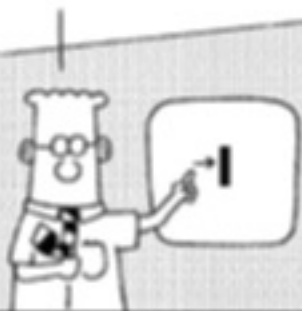


BECAUSE?

I BARELY
HAVE TIME
TO AVOID
THE WORK I
ALREADY
HAVE.



MY PROJECT HAS NO
PROGRESS AND NO
HOPE FOR PROGRESS.



I SCHEDULED A MEETING
SO I CAN FANTASIZE
THAT IT WILL PRODUCE
A BREAKTHROUGH.



I RECOMMEND THAT WE
HAVE A MEETING NEXT
WEEK SO YOU CAN
FANTASIZE THAT YOU'LL
COACH ME TO HIGHER
LEVELS OF
PERFORMANCE.





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BY

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MY VACATION WAS
SO RELAXING THAT
I'M STILL FLOATING.



HEY, ALICE, YOU KNOW
HOW I PROMISED TO
COVER ALL OF YOUR
MEETINGS FOR TWO
WEEKS? I
FORGOT UNTIL
RIGHT NOW.



FROM FLOATING
TO FURIOUS IN
27 SECONDS. IT'S
A PERSONAL BEST.



THIS MIGHT BE
THE GREATEST
INNOVATION IN
ANNOYING CU-
BICLE NOISES.



CHEWING
CRUSHED
ICE.



MUST...DESTROY
ALL REFRIGERATION
FACILITIES...ON
EARTH.



WELCOME TO
THE COMPETITIVE
STRATEGIES
SEMINAR.



FIRST, SOME HOUSE-
KEEPING. IN THE
EVENT OF AN EMER-
GENCY, STAY SEATED
SO I'LL HAVE A CLEAR
PATH TO THE EXIT.



AND...THERE IS
NO MEN'S ROOM
IN THE BUILDING
AS FAR AS YOU
KNOW.



I DESPERATELY
NEED TO TAKE
THIS TRAINING.



WE CAN'T SPARE
YOU. SEND WALLY
AND HAVE HIM
TELL YOU WHAT HE
LEARNED.



I'M AWED BY THE
SHEER ARTISTRY OF
YOUR MISMANAGEMENT
SKILLS.



LATELY I AM OVER-
COME WITH DOUBT
THAT YOU READ MY
STATUS REPORTS.



ASOK, THE BIGGEST
VALUE OF A STATUS
REPORT IS THAT IT
MAKES YOU CONSIDER
ALL THE COSTS OF
YOUR PROJECT.



ACTUALLY, THAT IS THE
BIGGEST VALUE OF A
BUSINESS PLAN OR A
BUDGET.



OUR GOAL IS
TO DO MORE
WITH LESS.



LESS MOTI-
VATION?



I CAN'T BE
ANY MORE
SPECIFIC.

LESS COMMUNI-
CATION?





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BY

SCOTT ADAMS



THE NEW BATCH OF
JOB APPLICANTS IS
MORE DESPERATE
THAN USUAL.

EXCELLENT

FIVE HUNDRED
QUALIFIED PEOPLE
APPLIED FOR THIS
POSITION.

BUT WHO WANTS
THIS JOB THE
MOST?

I PLAN TO PUMMEL
EACH APPLICANT
WITH A VARIETY OF
OBJECTS, BEGINNING
WITH VERY SOFT
ITEMS.

THEN I'LL GRADUALLY
MOVE TOWARD HARDER
MATERIALS UNTIL ONLY
ONE PERSON IS LEFT.

I'LL BEGIN WITH
THIS SOFT SUGAR
DOUGHNUT.

ZING

PIFF!

THANK
YOU.

HOW ARE
THEIR
ATTITUDES?

REFRESH-
INGLY
UPBEAT!

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CATBERT, EVIL H.R. DIRECTOR

IN ORDER TO CUT COSTS, SOME OF YOU WILL BE RELOCATED TO THE BOTTOM OF THE OCEAN.



WOULDN'T WE BE CRUSHED BY THE PRESSURE?

EVERY JOB HAS SOME PRESSURE.

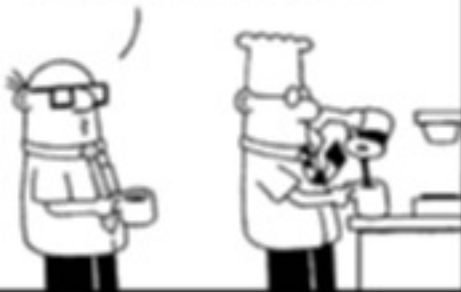


AND THEN THERE'S THE BREATHING ISSUE.

I LABEL YOU A WHINER.



I'M PLANNING TO
REPLACE MYSELF
WITH CHEAP
ELBONIAN LABOR.



WATCH THIS: TURN
AROUND AND TRY
TO DESCRIBE MY
APPEARANCE.



I SEE GLASSES...A
COFFEE MUG...AND
THAT'S ALL.

THIS WILL
WORK.



HELLO.

THIS IS
YOUR
LAWYER.

DO YOU MIND IF
I THINK ABOUT
YOU FOR A FEW
MINUTES?

UM...
NO.

MMM... \$400
AN HOUR.

WAIT...
DEAR
LORD...
NOOOO!!!

I ASK ALL PROSPECTIVE
EMPLOYEES THIS
QUESTION TO TEST
THEIR REASONING.



YOU HAVE ONE FOX AND
TWO CHICKENS THAT
YOU NEED TO GET
ACROSS A RIVER. YOU
CAN ONLY TAKE ONE AT
A TIME IN THE ROW-
BOAT. THE FOX WILL
EAT THE CHICKENS IF
LEFT ALONE.



I'D BUY LIVESTOCK
INSURANCE, THEN
BARBECUE THE
CHICKENS AND
BLAME THE FOX.

CAN YOU START
TODAY?



I EDITED YOUR
DOCUMENT FOR
CLARITY AND
SENT IT OUT.



WOW. IT'S AMAZING
HOW CLEAR IT IS
WHEN YOU TAKE OUT
ALL OF THE ACCURACY
AND RELEVANCE.



I STOPPED
LISTENING
AFTER
"WOW."



I'LL GET
BUSY
SPENDING
THE REST
OF MY
CAREER
FIXING
THIS.



OUR COMPANY IS
GOING TO MAKE
ANTIVIRUS SOFT-
WARE. WHAT'S THAT
TELL YOU?



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IT TELLS ME WE'LL
SECRETLY CREATE
VIRUSES THAT CAN
BE DETECTED ONLY
BY OUR SOFTWARE.



AM I
CLOSE?



YOU'RE
SPOOKY.



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BY

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I'D LIKE YOU TO MEET
BRADLEY, OUR NEW
MANAGER OF EXECU-
TIVE COMPENSATION.

BRADLEY'S JOB IS TO
RECOMMEND TO OUR
BOARD HOW MUCH TO
PAY COMPANY EXECU-
TIVES SUCH AS ME.

BRADLEY IS
TOTALLY
OBJECTIVE.

TOTALLY.

THAT WAS A WORLD-
CLASS OBSERVATION.
SO I'LL RECOMMEND
THAT THE COMPANY
BUY YOU A PONY.

...A STRONG PONY TO
CARRY THE HUGE BAGS
OF CASH I RECOMMEND
FOR YOU.

GOOD WORK, BRADLEY.
I'LL RECOMMEND TO
THE BOARD THAT YOU
GET A HUGE RAISE!

GAAAA!!! STOP PRETEND-
ING TO HAVE REASONS!!
JUST STEAL THE STUPID
MONEY!!!

SEE WHAT
I HAVE TO
DEAL WITH
EVERY DAY?

WOULD AN
EXTRA
MONTH OF
VACATION
REDUCE THE
STING?

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CATBERT, EVIL DIRECTOR OF
HUMAN RESOURCES

WE NEED TO TELL OUR
EMPLOYEES ABOUT THE
MERGER.



THEY'LL READ IT
IN THE NEWS. WHY
SHOULD WE DO EXTRA
WORK?



OTHER COMPANIES
DO IT. THERE MUST
BE A REASON.



MAYBE
IT'S
A TAX
THING.

WHAT?!! ACCORDING
TO THE PAPER, WE'RE
MERGING WITH AN
EVIL COMPANY THAT
PLANS TO DOWN-
SIZE US.



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DID THEY RUN MY
QUOTE ABOUT HOW
VALUABLE YOU ARE?



I RECOMMEND THAT
WE BREAK INTO SUB-
GROUPS TO CREATE A
PROCESS FOR CHOOSING
OUR NEXT MEETING
TIME.



OR WE COULD JUST
MEET NEXT WEEK AT
OUR USUAL TIME.



STOP LABELING ME WITH
HACKNEYED PHRASES!



THIS APPLE WILL
REMINDE US OF OUR
CORE VALUES: RESPECT,
CUSTOMER SERVICE,
AND TEAMWORK.



THE APPLE'S CORE
IS THE PART YOU
THROW AWAY.



NOT ALWAYS. SOME-
TIMES I ACCIDENTALLY
EAT IT.

MAYBE THE
STEM CAN
REPRESENT
OUR LOYALTY
TO THE
COMPANY.



YOU'VE GOT A BAD
CASE OF CARPAL
PUNCEL SYNDROME.



DON'T USE YOUR
"FIST OF DEATH"
FOR A FEW WEEKS.



THE "FOOT
OF DEATH"
IS NOT
THE SAME.

IT IS
ONLY
SLIGHTLY
MENACING.



I'VE NEVER DONE
THIS BEFORE, BUT
MAY I HAVE YOUR
PHONE NUMBER?



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HOME PHONE...CELL
PHONE...WORK PHONE
...HOME E-MAIL...
WORK E-MAIL...OTHER
HOME E-MAIL...
PERSONAL WEB SITE.



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...AND IF THAT
FAX MACHINE IS
OUT OF PAPER, TRY
THE ONE DOWN THE
HALL, BUT LEAVE ME
A VOICE MAIL IF YOU
DO.





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BY

SCOTT ADAMS



WAKE UP AND
TRUDGE TO
WORK!



EARN MONEY SO I CAN
LEAVE ON THE LIGHTS
IN EVERY ROOM.



YOUR SHOWER IS
READY. I TURNED
IT ON LAST NIGHT.



IT'S NICE TO BE
RETIRED. I'LL DO
A-A-ANYTHING I
WANT TO DO ALL
DAY LONG.



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I GUESS YOU'LL BE
BANGING YOUR HEAD
AGAINST A WALL
TODAY, TRYING TO
EARN MONEY FOR
THE SOCIAL INFRA-
STRUCTURE.



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DO YOU
EVER
FEEL
GUILTY?



IS IT A
WARM,
TINGLY
SENSATION
THAT MAKES
YOU WAG?



IT'S WORKERS LIKE
ME THAT MAKE THE
GLOBAL ECONOMY
SO VIBRANT.



THE POINTY-HAIRED
FLY-BAIT WANTS
THIS REFORMATTED TO
DISGUISE HIS TRUE
OBJECTIVE.



WHEN YOU'RE DONE,
DON'T SHOW IT TO
ANYONE. NO ONE
CARES.



ZESTY!



I'M DEVELOPING AN
INSINCERE OPTIMISM
TO COMPLEMENT MY
ARTIFICIAL SENSE OF
URGENCY.



I HOPE TO TOP IT OFF
WITH A DELUSION
THAT I WORK FOR THE
CHALLENGE AND NOT THE
MONEY.



HOW CAN YOU MAKE
GOOD IDEAS SOUND
SO BAD?

I'M AN
ENGINEER.



PRODUCT TRAINING

YOU WORK FOR A
COMPANY THAT TAKES
PRIDE IN ITS PRODUCT
LINE.



ONLY HALF OF OUR
USERS EXPERIENCE
PAINFUL BOILS.



WE CALL THAT
GROUP THE
"RELATIVELY
SATISFIED"
CUSTOMERS.



TAKE YOUR FEET OFF
THE DESK.



IS THIS AN EXAMPLE
OF RANDOM MANAGE-
MENT OR DO YOU
THINK IT WILL MAKE
OUR STOCK
RISE?



IT'S UP .02%.
HEH-HEH-HEH,
NOT SO RANDOM
AFTER ALL.





DILBERT®



BY

SCOTT ADAMS



RESEARCHERS HAVE
PROVEN THAT WORK-
ING WITH EVIL OR
STUPID PEOPLE CAUSES
HEART DISEASE.



HA HA! I WONDER
IF THE AMOUNT OF
STUPIDIOUSNESS
MAKES A DIFFERENCE.



YOUR WITTY
BANTER STINKS
TODAY.



THE WOODS ARE FULL
OF PEOPLE WHO WANT
YOUR JOB.



THESE DAYS YOU CAN'T
SHAKE A TREE WITHOUT
THREE OR FOUR ENGIN-
EERS FALLING OUT.



I'D LOVE TO STAY AND
CHAT BUT I NEED TO
GO MOTIVATE THE
OTHER HEADCOUNTS.



THE MERGER WILL
OBLITERATE THE
CONNECTION BE-
TWEEN MY PER-
FORMANCE AND
MY REWARDS.



MY ARMS HANG
LIKE WET ROPES.
THERE IS NO
REASON TO MOVE
AGAIN.



FROM 9 TO 9:30 I RO-
TATED 3-DIMENSIONAL
OBJECTS IN MY MIND.



MY EARS
HANG LIKE
WET ROPES.



MY STRATEGY IS TO
WORK LIKE A PARA-
NOID BEAVER DURING
THE MERGER.



SURELY MY PRODUC-
TIVITY WILL BE
NOTICED AND REWARD-
ED WHEN THE DOWN-
SIZING BEGINS.



AND
WHO IS
ALICE?

I'M PRETTY
SURE THAT'S
THE BALD
GUY WITH
GLASSES.



ALICE, I DON'T KNOW
THE BEST WAY TO SAY
THIS BUT I'LL TRY.



OOG- NAH WAHGOO
YAGGA BLIPHNOW
ELGA NOOEY FIP
WAH!



THAT'S A LANGUAGE
I'M INVENTING IN
MY SPARE TIME. IT
HAS NO WORD FOR
"YOU'RE DOWNSIZED."



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

WHAT KIND
OF SEVERANCE
PACKAGE DO I
GET?



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I CAN'T DECIDE IF
I SHOULD LAUGH OR
PURR, BUT THERE'S
DEFINITELY SPITTLE
IN YOUR FUTURE.



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THIS IS
A BAD
PACKAGE.

PURRR-HA-HA
HA-PURRR-HA
HA-PURRR!!!





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CAREER COUNSELING

APPARENTLY YOU'RE
STILL MAD ABOUT
BEING DOWN-
SIZED.



ACCORDING TO YOUR
RESUME, YOU'RE
SEEKING A JOB THAT
INVOLVES "PUNCHING
A SHORT, STOCKY GUY
WITH POINTY HAIR."



IS THAT THE ONLY
JOB YOU'D CONSIDER?

I ALSO LIKE
KICKING.



ALICE GETS DOWNSIZED

MAYBE YOUR NEXT
CAREER COULD BE
MARRYING A RICH
GUY.



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THERE MUST BE A
GUY OUT THERE WHO
WOULDN'T CARE
ABOUT YOUR
PERSONALITY.



IF SHE OFFERS
YOU A GOODBYE
HUG, DON'T TAKE
IT.



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I SCHEDULED
YOUR GOOD-
BYE LUNCH
FOR TUES-
DAY.

I CAN'T
MAKE IT
ON TUES-
DAY.



IT'S TOO LATE TO
CHANGE IT. EVERY-
ONE ALREADY BOUGHT
YOUR GAG GIFTS.



GAG GIFTS?? I'M NOT
RETIRING; I GOT
DOWNSIZED!

CONGRATULA-
TIONS, ALICE!
HEE-HEE!!



THE GOOD THING
ABOUT BEING DOWN-
SIZED IS THAT I
DON'T NEED TO SHAVE
MY LEGS.

IT GROWS FAST,
BUT WHO'S GOING
TO NOTICE?

POLICE SURROUNDED
A CONVENIENCE STORE
WHERE SASQUATCH
ATTEMPTED TO BUY
"HÄAGEN DAZS®".

BUSINESS IS PICKING UP. WE NEED TO REHIRE SOME OF THE PEOPLE THAT WE DOWNSIZED.



I HOPE THE TIME OFF FROM WORK HASN'T DULLED THEIR ENGINEERING INSTINCTS.



THE FIRST DAY BACK IS ALWAYS THE HARDEST.



I SIGNED YOU UP
FOR A PRODUCT
AWARENESS CLASS.



THEY'LL GIVE YOU
HANDS-ON TRAINING
FOR EVERY PRODUCT
WE SELL.



WE'RE HOPING TO
FIX THIS PROBLEM
IN THE NEXT VERSION.





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BY
SCOTT ADAMS



OUR COMPANY IS
RELOCATING HEAD-
QUARTERS TO BE
NEARER OUR CEO'S
HOME.



WHEN ASKED ABOUT
THE JUSTIFICATION
FOR THE HUGE EXPENSE,
OUR CEO QUIPPED,
"HA HA HA! EAT MUD
AND DIE!"



THEN HE GAVE HIMSELF
SOME STOCK OPTIONS
AND WENT TO BUY A
HUMMER.



I AM IN CHARGE OF THE
OFFICE RELOCATION
PROJECT, ALSO KNOWN
AS O.R.P.



I HAVE NEVER MANAGED
ANYTHING, BUT I HAVE
STUDIED OUR BOSS TO
LEARN HIS METHODS.



LET'S SEE...STEP ONE, I
CORNER YOU. STEP TWO,
I TALK UNTIL YOU
SCREAM ABOUT SEEING
A BRIGHT LIGHT.



THE OFFICE RELOCATION
PROJECT IS PROCEEDING
WITHOUT ANY PROBLEMS
WHATSOEVER.



GAAA!!! IT'S A LIE!!!
OUR POSSESSIONS
WILL BE LOST AND WE
WILL HAVE NO PHONE
SERVICE!!!



I DON'T MEAN TO
WORRY ANYONE, BUT
YOU SHOULD LOOK FOR
NEW JOBS RIGHT AWAY.

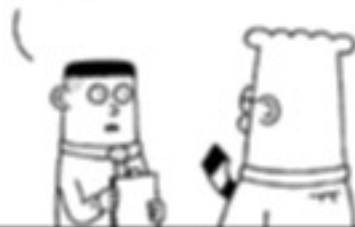


OFFICE RELOCATION

YOU ARE NOT ALLOWED
TO MOVE YOUR OWN
COMPUTER.



IT MUST BE LEFT IN
AN EASILY STEALABLE
CONDITION FOR THREE
DAYS UNTIL THE MOVERS
TAKE IT TO THE WRONG
CUBICLE.



THEN UNTRAINED I.T.
PROFESSIONALS WILL
SHOVE AN ETHERNET
CABLE INTO YOUR
STAPLER AND CALL IT
GOOD.

GET OUT
OF MY
WAY.



OFFICE RELOCATION

SOME CUBICLES ARE
SLIGHTLY LESS DESIR-
ABLE THAN OTHERS.



FOR EXAMPLE, YOUR
NEW CUBICLE IS BELOW
AN AIR DUCT SO IT
IS SOMETIMES COOLER
THAN THE AREA
AROUND IT.



I ASKED THE FACIL-
ITIES PEOPLE TO CHIP
OUT THE PENGUIN AS
SOON AS POSSIBLE.



OFFICE RELOCATION

YOUR NEW CUBICLE IS
LESS ROOMY THAN THE
OLD ONE. YOU WILL
NEED THIS BUTTER.



APPLY IT LIBERALLY
TO YOUR TORSO AREA
AND YOU CAN SLIDE
RIGHT IN.



BUT DON'T STAY IN
THERE FOR MORE THAN
10 MINUTES AT A
TIME BECAUSE IT
ATTRACTS RATS.





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BY
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AS VP OF MARKETING,
I AM PROUD TO INTRO-
DUCE THE NEW VERSION
OF OUR PRODUCT.



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BEHOLD!!!



THIS IS A TESTAMENT
TO WHAT CAN HAPPEN
WHEN YOU LISTEN TO
CUSTOMERS.



WE ASKED CUSTOMERS
WHAT THEY WANTED
THE NEW VERSION
TO DO.



SIX MONTHS AGO I
GAVE THAT RAW DATA
TO YOU ENGINEERS.
TODAY WE SEE THE
RESULT.

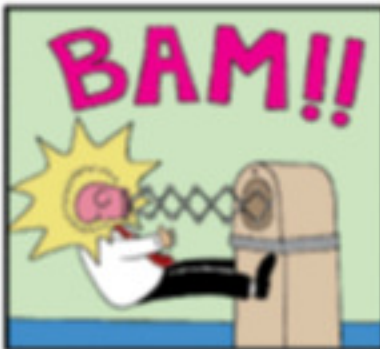


IT'S THE FIRST TIME
I'VE SEEN IT MYSELF.

WHAT'S IT DO?



BAM!!



OUR CUSTOMERS
SAID THEY HATE
US.



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IT LOOKS LIKE AN
ORDINARY PIECE
OF PAPER, BUT I
ADDED THIS FINGER
HOLDER.



NOW WHEN I WANDER
THE HALLWAYS LOOKING
BUSY I CAN TOTALLY
REST MY HAND.



WORKING
HARD?



NOT
ANY
MORE!



THE EXPENSE CUTTERS
AWARD GOES TO WALLY
FOR DRASTICALLY LOW-
ERING HIS CELL PHONE
BILL.



WALLY, WOULD YOU
LIKE TO SAY A FEW
WORDS TO THE GROUP?



I LOST MY PHONE
LAST MONTH. HEY,
THANKS FOR THE
HUNDRED DOLLARS!



IT'S TIME TO
GO POWER
SHOPPING.

NICE COMPUTER.
DID YOU JUST
GET IT.

GAAA!!!

SHOPPING ALWAYS
PUTS ME IN A
GOOD MOOD.

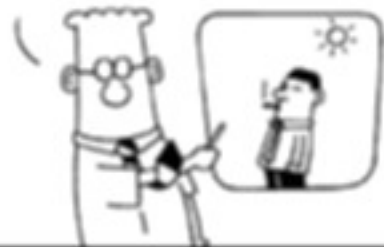
TED, YOU'RE GOING
TO EXPERIENCE AN
INVOLUNTARY SEP-
ARATION FROM
PAYROLL.

I'M FIRED.

NO-O-O-O. IT'S JUST
THAT YOU WON'T BE
PART OF THE PAYROLL
SYSTEM.

AND YOU'RE NOT
ALLOWED TO
TOUCH ANYTHING.

THE SMOKERS IN THIS BUILDING TAKE HUNDREDS OF TRIPS OUTSIDE TO SMOKE EVERY DAY.



WE CAN HARNESS THAT KINETIC ENERGY TO CREATE ELECTRICITY TO POWER THEIR UNUSED COMPUTERS.



TOO MUCH SLOPE.



OUR CEO IS GIVING
A SPEECH AT THE
CONFERENCE YOU'RE
ATTENDING.



ASK HIS SECRETARY
IF YOU CAN SAVE
MONEY BY RIDING
TOGETHER ON THE
CORPORATE JET.



HE DOESN'T WANT
TO INHALE ANY-
THING YOU'VE
EXHALED.





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BY
SCOTT ADAMS

I DISCOVERED A
HOLE IN OUR INTER-
NET SECURITY.

WHAT?!!

GOOD GRIEF, MAN!
HOW COULD YOU
PUT A HOLE IN OUR
INTERNET?

I DIDN'T PUT IT
THERE. I FOUND
IT...AND IT'S
NOT...

IT'S YOUR JOB TO
FIX THAT HOLE. I
WANT YOU TO WORK
24-7!

ACTUALLY, THAT'S
NOT MY JOB. BUT
I'LL INFORM OUR
NETWORK MANAGE-
MENT GROUP.

PASSING
THE BUCK!!!
YOU'RE A BUCK
PASSER!!!

FORGET IT! THERE'S
NO HOLE! IT GOT
BETTER!

THAT'S
MORE
LIKE
IT.

I FIXED THE
INTERNET.

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I NEED YOUR
APPROVAL TO...



...BE EXHAUSTED,
BORED, STIFF, HEAD-
ACHEY, ANNOYED AND
CONSTIPATED FOR THE
NEXT THREE DAYS.



ALSO KNOWN AS
"BUSINESS TRAVEL."

I MUST BE
TRAVELING
RIGHT NOW!



YOU SHOULD
SMUGGLE A
WEAPON ON
THE PLANE.



AND NEVER, EVER
RETURN YOUR SEAT
TO ITS UPRIGHT
POSITION! STAND
UP FOR
YOUR
RIGHTS!



I'VE NOTICED THAT ALL
OF YOUR ADVICE WOULD
PUT ME IN JAIL.



AIRPORT SECURITY

PLEASE REMOVE YOUR
JACKETS AND SHOES.



PLEASE REMOVE
YOUR EPIDERMAL
LAYER AND PUT IT
IN A PLASTIC BAG.



IT IS A FEDERAL
CRIME TO MENTION
THE MOVIES "ISHTAR,"
"GLITTER" OR "GIGLI."



GAAAA!!! I'M HAVING
OVERHEAD STORAGE
ANXIETY!!!



IT DOESN'T FIT! EVERY-
ONE WILL HATE ME FOR
DELAYING THE FLIGHT!



WE WERE SCHEDULED
TO FLY TO NEW YORK,
BUT THANKS TO THE
BAG THAT DIDN'T FIT,
WE HAVE TO LEAVE YOU
IN IOWA.



SIX-HOUR FLIGHT;
I CAN GET LOTS
OF WORK DONE.



SIX-HOUR FLIGHT;
I CAN GET LOTS OF
SLEEP.



I CAN'T FEEL
MY HANDS!!!



WELCOME TO THE
METROGARDEN HOTEL!
HOW MAY I MAKE YOUR
STAY INCREDIBLE?



I WOULD BE DELIGHTED
TO IRON YOUR SOCKS,
EXAMINE YOU FOR
SUSPICIOUS MOLES OR
TAKE A SECOND JOB
AND GIVE YOU
MY PAY.



I THINK
THEY OVER-
TRAINED
YOU.



I'M SHAVED
AND PREP-
PED TO
DONATE
A KIDNEY.



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BY

SCOTT ADAMS



EVERYONE, THIS IS DILBERT. HE FLEW HALF-WAY AROUND THE WORLD TO GIVE US THIS PRESENTATION.



WHAT? I THOUGHT I FLEW HERE SO YOU COULD GIVE ME A PRESENTATION.



MAYBE I COULD SHOW YOU SOME PROPRIETARY DOCUMENTS.

I'D LIKE THAT.



WHAT WERE YOUR
KEY LEARNINGS
FROM THE TRIP?



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I LEARNED THAT
THERE ARE PEOPLE
YOU SHOULDN'T CALL
FROM A PLANE.



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EARLIER THAT DAY



I TOLD MATTHEW THAT
THERE WAS NO WAY
WE COULD MAKE THOSE
CHANGES.



HI, MATTHEW!...YES,
OF COURSE WE CAN
MAKE THOSE CHANGES;
WE'RE NOT IDIOTS!
HA HA!



HE SAYS YOU
HAVE NO
CREDIBILITY.



AND THAT'S WHY WE
CAN'T PUT ANY MORE
RESOURCES ON YOUR
PROJECT.

SURE WE
CAN.



GAAAA!!! WHY DO YOU
KEEP RUINING MY
CREDIBILITY?!!!

GOOD COP,
BAD COP.



IF THERE IS A
GOD, PLEASE
KILL ME NOW!!!

GUM?



PROFITS ARE DOWN,
SO WE FIRED THE
SALES DEPARTMENT
TO REDUCE COSTS.



THIS STRATEGY
HEAVILY DEPENDS ON
PEOPLE DRIVING TO
OUR WAREHOUSE AND
BEGGING FOR OUR
PRODUCTS.



DO YOU
THINK I
SHOULD
WRITE
A BOOK?



I'D TRY
READING
ONE FIRST.



HAVE YOU EVER NOTICED
THE CONTRAST BETWEEN
MY GREATNESS AND...
YOU?



MY PHILOSOPHY IS
THAT EVERYONE HAS
AN INTRINSIC VALUE
THAT IS THE SAME.



LET'S CALL YOUR
PHILOSOPHY "I
DIDN'T NOTICE."





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YOU NEED TO CHANGE
THE COMPANY'S NAME
TO CREATE THE ILLU-
SION OF PROGRESS.



THE NAME SHOULD BE
HI-TECH SOUNDING
WITH A HINT OF
ONOMATOPOEIA THAT
SIGNALS YOUR TOTAL
LACK OF AWARENESS.



MAYBE SOMETHING LIKE
"DUHFLUSHTECH, INC."

I LIKE
IT!



WALLY, I DISCOVERED
A DEADLY SAFETY FLAW
IN OUR PRODUCT. WHO
SHOULD I INFORM?



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NO ONE. THE STOCK
WOULD PLUNGE AND
WE'D HAVE MASSIVE
LAYOFFS. YOUR
CAREER WOULD BE
RUINED.



BUT MY NEGLIGENCE
COULD CAUSE THE
DEATHS OF A DOZEN
CUSTOMERS.



THE FIRST
DOZEN IS
ALWAYS THE
HARDEST.



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ALICE, IF I FAIL TO
BLOW THE WHISTLE ON
OUR PRODUCT'S SAFETY
PROBLEM, I WILL BE
LIKE A MURDERER!



NO, TECHNICALLY YOU'D
BE MORE LIKE A KILLER,
YOU WUSS.



MY GUTS
FEEL LIKE
I SWAL-
LOWED A
SQUIRREL.

YOU HAVE
TOTALLY
SUCKED
THE FLAVOR
OUT OF
THIS SCONE.



IF YOU REFUSE TO DO
SOMETHING ABOUT OUR
PRODUCT'S SAFETY FLAW,
I WILL BE FORCED TO
CONTACT OUR CEO!



TRY IT.



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THIS E-MAIL
WILL MAKE HIM
DROP EVERY-
THING AND CALL
ME.



HUNDREDS WILL DIE...
BLAH, BLAH, BLAH...
WHATEVER. FORWARD
THE MESSAGE TO THAT
POINTY-HAIRED GUY.



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DOGBERT DOES P.R.

YOU KNEW YOUR
PRODUCT WAS DEADLY
BUT YOU DID NOTHING
UNTIL YOU
WERE SUED.



THE GOAL OF PUBLIC
RELATIONS IS TO
TAINT THE JURY POOL.
WE'LL SHOW THAT
THE VICTIMS
HAD IT
COMING.



MAYBE WE SHOULD
DISCUSS THE MORAL
IMPLICATIONS OF
THAT STRATEGY.



DOGBERT DOES P.R.

THERE'S SOME RISK
THAT THE P.R. PLAN
WILL CAUSE YOU BAD
KARMA.



FOR AN EXTRA FEE, I
CAN DO SOME P.R.
WORK AIMED AT THE
INFINITE FABRIC OF
THE UNIVERSE TO
INNOCULATE YOU.



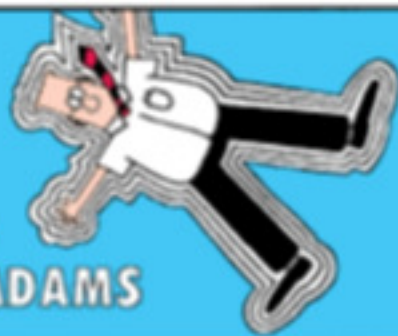
AND I
THINK I
CAN GET
BRITNEY
SPEARS
TO WEAR
YOUR
HAIRSTYLE.

CAN YOU
GET HER TO
GROW HAIR
ON HER
BACK, TOO?





DILBERT®



BY
SCOTT ADAMS



YOUR PROJECT IS
MY TOP PRIORITY.
TELL ME EVERYTHING
THAT I NEED TO
KNOW.



I'M SO
BORED...
CAN'T...
STAY...
AWAKE.



I HAVEN'T
STARTED
TALKING
YET.



IT
GETS
WORSE??!



O-O-O-KAY



IT'S BEEN A FEW
HOURS SINCE I'VE
DONE ANYTHING
MANAGERISH.



I COULD CRITICIZE
SOMEONE... NAH.
I COULD HAVE A
MEETING... NAH.



I'M REORGANIZING
THE DEPARTMENT!

EXCUSE ME
WHILE I BEAT
MYSELF WITH
MY KEYBOARD.



OUR NEW CHIP IS
SLOWER THAN OUR
COMPETITION'S
PRODUCTS.



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WE'LL CLAIM WE'RE
THE FASTEST. IF ANY-
ONE DOES BENCHMARK
TESTS, WE'LL SAY THEY
USED OLD DRIVERS.



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WHENEVER I TALK TO
YOU, I FEEL LIKE I
SHOULD BE WEARING
A WIRE.



DOGBERT CONSULTS

NEVER LISTEN TO
YOUR CUSTOMERS.



THEY WERE DUMB
ENOUGH TO BUY
YOUR PRODUCT,
SO THEY HAVE NO
CREDIBILITY.



THAT REMINDS ME :
THANKS FOR BUYING
MY SERVICES. DON'T
TALK. SHHHH.



DOGBERT CONSULTS

YOUR COMPANY HAS
BECOME SYNONYMOUS
WITH INCOMPETENCE
AND CRIME.



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STOP TRYING TO BE ALL
THINGS TO ALL PEOPLE.
FOCUS ON EITHER THE
INCOMPETENCE OR THE
CRIME.



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FOR YOUR NEW LOGO,
I USED COMPUTER
GRAPHICS TO CREATE
A COMPOSITE FACE
THAT LOOKS TOTALLY
INCOMPETENT.



ALICE, I WANT YOU TO
TRAIN ME TO DO
EVERYTHING YOU DO.



DON'T WORRY THAT
IT WILL MAKE YOU
REDUNDANT AND
MORE EASILY DOWN-
SIZEABLE.



I LIKE TO START EACH
DAY BY SENDING
THREATENING E-MAIL
TO THE BOARD OF
DIRECTORS.





DILBERT®



BY

SCOTT ADAMS

DILBERT, MEET YOUR
NEW COWORKER,
BUFF BUFFERMAN.

TELL DILBERT
WHAT YOU DO
FOR FUN.

I LIKE TO GO ROCK
CLIMBING DURING
BLIZZARDS.

ESCAPE.

AT THE TOP, I WAIT
FOR A PAIR OF EAGLES
TO FLY BY. THEN I
LEAP OFF AND GRAB
THEM BY THE LEGS.

THE EAGLES SLOW MY
DESCENT TO THE
RAGING RIVER BELOW.

I TRY TO LAND ON
A FLOATING LOG
AND SURF THE WHITE
WATER ALL THE WAY
HOME.

I USE
A KEY-
BOARD.

ISN'T THAT
DANGEROUS?

SOMETIMES
I TYPE ALL
HUNCHED
OVER.

OW! OW!
IT HURTS
TO HEAR
IT!

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I DISCOVERED A TYPO
IN THE MARKET FORE-
CAST THAT IS DRIVING
OUR COMPANY
STRATEGY.



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WHERE IT SAYS, "EVERY-
ONE WOULD WANT ONE,"
IT SHOULD HAVE SAID,
"AVERY WONG WOULD
WANT ONE."



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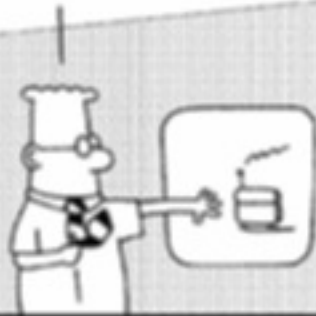
WORSE YET, I CALLED
MR. WONG AND HE SAID
HE WAS JOKING.



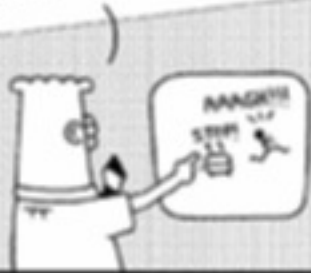
WHAT IF WE
GAVE HIM FREE
DELIVERY?



I FINISHED THE PROTO-
TYPE FOR THE WIRELESS
HASOCK-BUDDY.



IT USES GPS NAVI-
GATION TO STALK ITS
OWNER AND DEMAND
THAT HE REST HIS
FEET.



TODAY I LEARNED TO
AVOID THE WORDS
"STALK" AND "AAAGH"
IN MY POWERPOINT
PRESENTATIONS.



WE HAVEN'T SOLD A
SINGLE UNIT OF OUR
NEW WIRELESS
HASOCK PRODUCT.



OUR PLAN IS TO MAKE
THE SALES PEOPLE
WORK IN TEAMS AND
TAKE TURNS WEARING
ELECTROSHOCK
PANTS.



NOW CLOSE THE DEAL,
CLIFFY, OR IT'S PAY-
BACK TIME.



I'M A WRITER FOR
"MORONS ON PARADE"
MAGAZINE. DO YOU
MIND IF I ASK YOU
SOME QUESTIONS?



OKAY... BUT ONLY IF
YOU PROMISE TO NOT
MAKE ME LOOK BAD.



COVER
STORY!!!
WOO-
HOO!!!

REALLY?



YOU MADE THE COVER
OF "MORONS ON
PARADE."



I HOPE THEY DIDN'T
MISQUOTE ME SO I'D
LOOK LIKE A MORON.
WRITERS DO THAT
SOMETIMES.



PHEW!! ALL THE
QUOTES ARE
ACCURATE.



DID YOU EVER THINK
ABOUT SELLING OUR
CONFIDENTIAL DATA-
BASE OF CUSTOMER
INFORMATION?



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IT WOULD BE MAS-
SIVELY PROFITABLE
WHILE VIRTUALLY
UNDETECTABLE.



BUT HIGHLY
UNETHICAL.



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I DON'T
KNOW
YOU
ANY-
MORE.



I'M YANKING
YOUR CHAIN.
WHEN DO
WE START?





DILBERT®



BY
SCOTT ADAMS

NOW DILBERT WILL
EXPLAIN WHAT WENT
WRONG WITH OUR
PROJECTS THIS YEAR.

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ALL OF OUR PROBLEMS
WERE CAUSED BY A
WOMAN NAMED LISA.

LISA NEVER LEARNED
HOW TO ACT ALOOF
AND UNAPPROACH-
ABLE. SOMETIMES SHE
SMILES AT MEN SHE
DOESN'T EVEN KNOW.

GASP

GASP

AS YOU KNOW, 90%
OF ENGINEERS ARE
LONELY MEN.

A PERMANENT LINE
FORMED OUTSIDE
HER CUBICLE.

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THE ENGINEERS
BROUGHT HER FOOD,
GIFTS AND POEMS
THAT WEREN'T AS
FUNNY AS THEY'D
HOPED.

- FOOD
- GIFTS
- POEMS
(SHE)

I RECOMMEND REPLAC-
ING LISA WITH SOME-
ONE MORE LIKE THIS.

WHAT'S
THAT
SUPPOSED
TO MEAN?

MY POEMS
AREN'T
FUNNY?

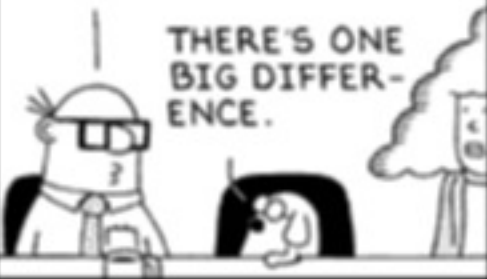
DOGBERT CONSULTS

TO SURVIVE, YOU MUST
CREATE DISRUPTIVE
INNOVATIONS THAT
REDEFINE THE
MARKET.



DOES THAT MEAN THE
SAME THING AS
"SELL THINGS THAT
PEOPLE WANT" ?

THERE'S ONE
BIG DIFFER-
ENCE.



YOU ONLY GET PAID IF
YOU SAY IT IN A
FUNNY WAY?

I LIKE TO THINK
I'M DISRUP-
TIVELY INNO-
VATIVE.



DOGBERT CONSULTS

I RECOMMEND FORM-
ING A SEPARATE GROUP
TO PURSUE
DISRUPTIVE
INNOVA-
TIONS.



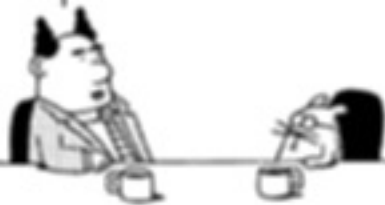
IT WILL BE A GLORIOUS
PLACE: FULLY FUNDED,
AMAZING AMBIANCE,
BRILLIANT PEOPLE,
FREE FROM
BUREAUCRACY!



BEST OF ALL, ONCE A
YEAR THEY'LL LET YOU
LOSERS TOUR THEIR
WORK SPACE AND SIT
IN THEIR
BEAN BAG
CHAIRS.



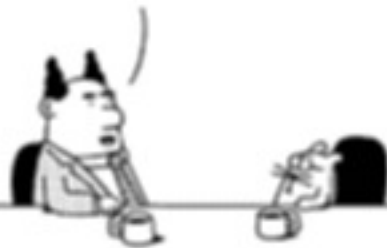
MY NEW
HOME THEATER
IS AMAZING.



IT'S GOT A DVD, HD,
DVR, FM, SATELLITE
DISH, MP3, WIDESCREEN
TV, SEVEN SPEAKERS
AND A UNIVERSAL
REMOTE.



IT'S FUN TO INVITE
PEOPLE OVER SO
THEY CAN SHOW ME
HOW TO TURN IT ON.



WELCOME TO DOGBERT'S
SCHOOL FOR WORTHLESS
SYCOPHANTS.



OUR FIRST LESSON
IS "HEAD NODDING
FOR BEGINNERS."



GOOD, GOOD... NOW
GET READY TO SNAP
IT FORWARD.



SYCOPHANT SCHOOL

YOU MUST LEARN TO
AGREE WITH YOUR
SUPERIORS NO MATTER
WHAT THEY SAY.



FOR PRACTICE, I'LL
MAKE STATEMENTS AND
YOU AGREE. REMEMBER
TO USE YOUR FAKE
SMILES.



STATEMENT ONE: I
SHOULD BE PAID 400
TIMES MORE THAN YOU
BECAUSE I HAVE TO
LOOK AT YOUR FACES.



I HATE TED.
HOW CAN
I MAKE
HIM QUIT?



THAT'S
EASY.



HIRE AN AGGRESSIVE
REPLACEMENT FOR TED
WHO WILL SHARE HIS
RESOURCES AND
MAKE HIS JOB
UNBEARABLE.



THESE
ARE MY
PANTS!!!



ARE
YOU
STILL
HERE?



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BY
SCOTT ADAMS

I HEARD THAT YOU GOT APPROVAL TO HIRE A NEW SENIOR ENGINEER.

AS AN INTERN, I HAVE PERFORMED ALL THE FUNCTIONS OF A SENIOR ENGINEER FOR THE PAST FIVE YEARS. I AM NOW READY FOR PROMOTION.

I PLAN TO HIRE SOMEONE FROM OUTSIDE THE COMPANY

MUST... CONTROL...
...TINY... FISTS...
OF INTERN FURY.

I HAVE APPROVAL TO FILL THE SENIOR ENGINEER POSITION BUT THERE'S A BAN ON HIRING NEW INTERNS.

SO IF I PROMOTE YOU, MY EMPIRE... OOPS... I MEAN MY DEPARTMENT WON'T GROW.

GAAH!!! MY DESPAIR HAS TURNED INTO A SEARING PSYCHOLOGICAL PAIN!!!

ow!
ow!
ow!

THAT REMINDS ME; I NEED YOU TO TRAIN THE NEW GUY.

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I CAN MAKE YOUR
COMPETITORS TIRED
AND UNFOCUSED

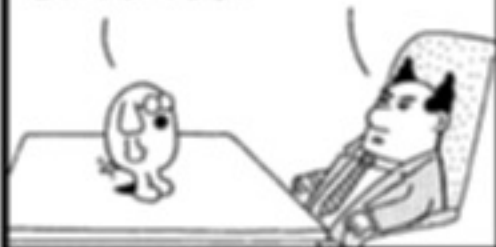


I'LL PESTER THEM
WITH AN ENDLESS
SERIES OF CHARITY
REQUESTS, EMPLOYEE
BIRTHDAY PARTIES
AND BLOOD DRIVES.



I KNOW
IT WORKS
BECAUSE
THEY PAID
ME TO DO
IT TO YOU.

SO...
TIRED.
CAN'T...
FOCUS.



ACCORDING TO THIS
REPORT, OUR EMPLOY-
EES ARE AFRAID TO
TAKE RISKS.



WE CAN TRAIN THEM
TO TAKE RISKS BY
GIVING THEM STRETCH
GOALS AND PUNISHING
THEM FOR FAILING!



WE DID
THAT TO
RAISE
MORALE.



IT STOPPED
ALL THE
COMPLAIN-
ING, DIDN'T
IT?



EVERY TIME OUR
POINTY-HAIRED BOSS
LEAVES HIS OFFICE, I
SNEAK IN AND SEAL
AN AIR HOLE.



I'M TRYING TO SEE
IF HE'LL SUFFOCATE
WHEN HE CLOSES HIS
DOOR.



I'VE NEVER HAD A
HOBBY BEFORE. I
CAN SEE WHY PEOPLE
LIKE THEM.



WELL, LOOK WHO
CAME BACK TO
DANCE WITH
DEATH.



ONCE AGAIN YOU WILL
TRY TO WORK ME TO
AN EARLY GRAVE AND
I WILL BOOK YOU ON
DANGEROUS BUSINESS
TRIPS.



WHO WILL
BE THE
FIRST TO
DROP?
WHO?



WHAT
EVER
HAPPENED
TO "GOOD
MORNING"?



I THINK MY
EMPLOYEES ARE
TRYING TO KILL
ME. AM I
PARANOID?

PUT YOUR ANSWER
IN AN E-MAIL. I
DON'T WANT TO BE
PAYING FOR THE
PAUSES BETWEEN
YOUR WORDS.

I'VE RULED OUT
PARANOIA.

PHEW! THAT'S
A RELIEF.

DOGBERT CONSULTS

YOU SHOULD OFFER
YOUR CUSTOMERS
EASY FINANCING.



THAT DISGUISES THE
TRUE COST OF YOUR
PRODUCTS SO YOU
CAN PRICE-GOUGE
AND PEOPLE WILL
THANK YOU.



HOW MUCH
ARE WE
PAYING
YOU?

I'M LEASING
MY ADVICE
TO YOU.

THANK
YOU!





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BY

SCOTT ADAMS



WE HAVE TOO MANY
MANAGERS SO I'M
MAKING YOU AN
ASPECT MANAGER.



YOU'LL BE IN CHARGE
OF ONE ASPECT OF A
CORPORATE OBJECTIVE.



PLEASE
JUST
FIRE
ME.



YOUR
ASPECT
WILL BE
MORALE.



I'VE BEEN NAMED THE
ASPECT MANAGER OF
MORALE. EFFECTIVE
TODAY, YOU NO LONGER
REPORT TO ME.



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YIPPEE!!!

WOO-HOO!!

YES!!



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HOW DID YOU
IMPROVE THE
MORALE SO
QUICKLY?

I'M A
GENIUS?



CAROL, TWO THINGS:
FIRST, I GOT TRANS-
FERRED TO A NEW JOB,
AND THAT MEANS YOUR
JOB HERE IS ELIMIN-
ATED.



WHY MUST I SUFFER
FOR YOUR MASSIVE
INCOMPETENCE? YOU
WORTHLESS PILE OF
STINKIN' CRUD!!!



AND
THE
SECOND
THING?

I'LL NEED A
SECRETARY
AT THE NEW
JOB.



I'M ZENOX, THE NEW
MANAGER OF THIS
COVEN...I MEAN
DEPARTMENT.



WHEN I AM DISPLEASED
I MAKE THIS FACE AND
GROWL LIKE THE
UNDEAD.

GRROW-EEAHH!



THE NEW
DRESS
CODE IS
"WINGED
MONKEY."

IF A MAN
ACTED LIKE
YOU, HE'D
BE CALLED
TOUGH.



THE NEW BOSS

MAYBE YOU'LL BE
MORE MOTIVATED
WITH A GOAT HEAD.



THE SPELL WON'T GO
AWAY UNTIL YOU
FINISH YOUR PROJECT.



SHE'S
A BIG
IMPROVE-
MENT OVER
OUR LAST
BOSS.



SHE'S
SADISTIC
BUT SHE'S
FAIR.



WHEN I FOUND OUT
THAT THE MANAGER
WHO REPLACED ME
WAS A WITCH, I SET
A FIRE IN THE BREAK
ROOM.



THE AUTOMATIC
SPRINKLER SYSTEM
CAME ON AND MELTED
HER. WITCHES DON'T
LIKE WATER.



ARE
YOU
GLAD
TO HAVE
ME BACK?

I'VE BEEN
DOING CPR
ON THIS
BLOB FOR
TWO DAYS!!!





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BY
SCOTT ADAMS

I WORKED NIGHTS
AND WEEKENDS TO
FINISH MY PROJECT
AHEAD OF SCHEDULE.



GOOD. HERE'S
MORE WORK.



I DON'T UNDERSTAND.
AM I BEING PUNISHED
FOR WORKING HARD?



NO, YOU'RE BEING
REWARDED WITH
EXCITING NEW
CHALLENGES.



WHY DOES THE PLANT
GROW FASTER WHEN
YOU SAY THINGS
LIKE THAT?

NO REASON.



**STOP
THAT!**



ANYWAY, YOUR ANNUAL
PERFORMANCE REVIEW
WILL REWARD YOUR
HARD WORK.



THAT IS ONE WELL-
FERTILIZED
PLANT.



THIS WEEK I ACHIEVED
UNPRECEDENTED LEVELS
OF UNVERIFIABLE
PRODUCTIVITY.



I MADE PHONE CALLS,
BUILT CONSENSUS,
DISPLAYED LEADER-
SHIP, ATTENDED MEET-
INGS AND SET
PRIORITIES.



AND THEN WE
HAVE THIS
MEETING.



HOW CAN I MAKE
MY JOB MORE
ENJOYABLE?



GET A SPOUSE WHO
COMPLAINS A LOT
AND THEN HAVE A
FEW KIDS.



THAT
SOUNDS
AWFUL.

YOU WON'T
BELIEVE HOW
MUCH YOU
ENJOY BEING
AT WORK.



I CAN'T PUT THIS BANANA PEEL IN MY TRASH; IT WILL STINK ALL DAY.



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APPARENTLY MY TEAMWORK SPEECH WORE OFF.



WE ONLY HAVE A 10%
REPEAT CUSTOMER RATE
WHEREAS PRISONS
HAVE A 70% RATE OF
RECIDIVISM.



WE NEED TO FOCUS
OUR MARKETING ON
CRIMINALS BECAUSE
THEY DON'T LEARN
FROM EXPERIENCE.



ORDER NOW AND GET
A FREE KNUCKLE
TATTOO PLUS OUR FREE
BOOK "1,001 NICK-
NAMES FOR WOMEN."



IT'S CALLED A 360-
DEGREE REVIEW. YOU
GET TO EVALUATE ME
AT NO RISK OF RETRI-
BUTION.



NO MATTER WHAT YOU
SAY ABOUT ME, YOU
WILL ONLY BE JUDGED
ON THE QUALITY OF
YOUR WORK.



SOMETIMES
YOU ARE
LAZY, EVIL
AND MANIP-
ULATIVE.

THE QUAL-
ITY OF
YOUR WORK
JUST WENT
WAY DOWN.



YOU CAN MANIPULATE
PEOPLE BY LYING ABOUT
WHAT OTHER PEOPLE
SAID.

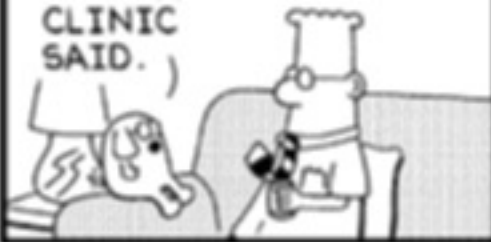


IF YOUR VICTIM GOES
TO THE SOURCE AND
DISCOVERS YOUR
TREACHERY, SAY,
"OF COURSE HE
TELLS YOU
THAT."



YOUR ADVICE DOESN'T
SOUND HEALTHY.

THAT'S
NOT WHAT
THE MAYO
CLINIC
SAID.





DILBERT®



BY
SCOTT ADAMS

I NEED A DAY OFF
TO ATTEND MY TWIN
SISTER'S FUNERAL.

A WHOLE DAY??
HOW WELL DID
YOU KNOW HER?

SHE...
WAS...
MY...
TWIN.

BUT NOT
IDENTICAL!

HOW
DOES
THAT
MATTER?

WELL...SHE
DIDN'T EVEN
LOOK LIKE
YOU.

AND YET YOU WANT A
WHOLE DAY OFF FOR A
SERVICE THAT TAKES
FIFTEEN MINUTES.

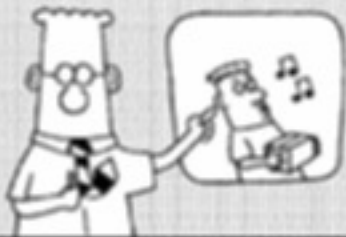
GAAA!!! IT WOULD
BE IMPOSSIBLE TO
BE MORE INSENSI-
TIVE!!!!

I'LL COMPROMISE.
MY PET GERBIL IS ON
HIS LAST LEGS. I'LL
GIVE YOU THE DAY OFF
IF YOU TOSS HIM IN
THE CASKET SO I
DON'T HAVE TO BURY
HIM MYSELF.

WHEN
DO YOU
THINK IT
WILL DIE?

DEPENDS.
HOW MUCH
DOES YOUR
SISTER
WEIGH?

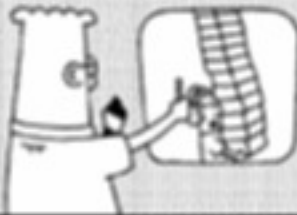
OUR TARGET MARKET
IS PEOPLE WHO DON'T
SHOP CAREFULLY.



OUR PRODUCT IS
DESIGNED TO ATTACK
THE USER AND FORCE
HIM TO REORDER.



WE ONLY HAVE ONE
CUSTOMER BUT WE'VE
SOLD 10,000 UNITS.



THERE IS AN ERROR
ON MY TINY PAY-
CHECK. IT IS FOUR
DOLLARS TOO MUCH.



GASP!

NOW YOU MUST
TRAVEL TO THE
BOWELS OF THE
BUREAUCRACY TO
CORRECT THIS
INJUSTICE.



OR I COULD JUST KEEP
IT AS A REWARD FOR
MY HONESTY.



BOWELS
I SAY!!!

I DON'T
LIKE THE
LOOKS OF
THIS.

BUKE AUCRACY

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I ONLY WANT TO
CORRECT A SMALL
PAYROLL ERROR.

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CAN
YOU
HELP
ME?

DOES IT HELP
IF I GLARE AT
YOU FOR DIS-
TURBING MY
LUNCH?

ARE YOU THE TROLL
THAT HANDLES OUR
PAYROLL SYSTEM?
I HAVE A PROBLEM.



PROBLEMS ARE
HANDLED BY OUR
AUTOMATED SADISTIC
PHONE SYSTEM.



FOR TECH SUPPORT,
PRESS THE EXACT
VALUE OF 22 DIVIDED
BY 7.



I MOVED THE MEETING
TO TUESDAY.

I CAN'T MAKE
IT ON TUES-
DAY.



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SOMEHOW I THINK THE
MARKETING TEAM CAN
SURVIVE ONE MEETING
WITHOUT ENGINEERING
SUPPORT.



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WE'LL INCLUDE A PET
GERBIL IN EVERY BOX.
WE JUST NEED TO MAKE
SURE IT'S IN A SEALED
PLASTIC BAG SO IT
WON'T CHEW ON THE
CABLES.



HEY, MO, DO YOU
HAVE THE RELIABILITY
SPECS FOR THE X4HB?



20 SECONDS LATER

UH-OH, HE'S A SLOW
RESPONDER. THE STARE
IS CREEPING ME OUT.



GAAA!!! SAY SOME-
THING! PLEASE
ACKNOWLEDGE MY
EXISTENCE!!!





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BY
SCOTT ADAMS

OUR DIRECTOR OF MARKETING WILL GIVE US AN UPDATE.



WE SPENT OUR ENTIRE MARKETING BUDGET BUYING A RACEHORSE.



WE NAMED THE HORSE AFTER OUR FLAGSHIP PRODUCT BECAUSE THEY'RE BOTH FAST.



GET IT?

UNFORTUNATELY WE DIDN'T HAVE ENOUGH BUDGET FOR A TOP THOROUGHBRED.



OUR HORSE BROKE ITS LEG WALKING TO THE STARTING GATE, SO WE SHOT IT.



NEXT YEAR WE PLAN TO SPONSOR A SAIL-BOAT.



ANYWAY... YOUR LUNCH TODAY IS BROUGHT TO YOU BY THE MARKETING DEPARTMENT.

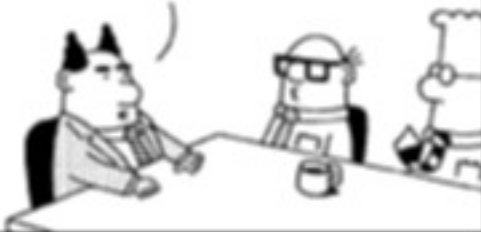


ENJOY!

HEY, MY ROAST BEEF SANDWICH HAS A PIECE OF LEAD IN IT.



TO DEFEND AGAINST
LAWSUITS, OUR
RECORDS RETENTION
POLICY HAS BEEN
UPDATED TO INCLUDE
THIS...



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WHAT
WAS I
TALKING
ABOUT?

THE RECORDS
RETENTION
POLICY.



WOULD YOU CONSIDER
SPEAKING AT MY SON'S
SCHOOL ON "CAREER
DAY"?



I'D DO IT MYSELF BUT
I CAN'T DISGUISE THE
BITTERNESS AND
DESPAIR THAT GNAW
AT MY SOUL.



PLUS MY SON HAS BEEN
BAD AND I TOLD HIM
I'D PUNISH HIM.



CAREER DAY

WHEN YOU GROW UP
YOU'LL BE PUT IN A
CONTAINER CALLED
A CUBICLE.



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THE BLEAK OPPRESSIVE-
NESS WILL WARP YOUR
SPINE AND DESTROY
YOUR CAPACITY TO
FEEL JOY.



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LUCKILY, YOU'LL HAVE
A BOSS LIKE ME TO
MOTIVATE YOU WITH
SOMETHING CALLED
FEAR.



MAY I SEE
A BROCHURE?



CAREER DAY

...AND THAT'S WHY
YOU SHOULD HAVE A
PRE-MEETING BEFORE
EVERY MEETING.

ANY
QUES-
TIONS?



HOW LONG WILL MY
GENERATION NEED
TO WORK? A MONTH?

SIXTY
YEARS.



I SEE THAT YOU'VE
CONNECTED ALL
THE DOTS.



WALLY IS IN THE MEN'S
ROOM. I'VE ACCEPTED
A POSITION AS HIS
SEAT FILLER.



THIS IS THE PROUDEST
DAY OF MY LIFE. I
NEVER IMAGINED THAT
MY CAREER WOULD
WORK OUT SO
WELL.



I WANT TO
SCREAM TO
THE WORLD,
"LOOK AT
ME NOW!"

FALSE
ALARM.
YOU'RE
FIRED.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

YOUR POSITION HAS
BEEN EXCESSED, OR AS
I PREFER TO SAY...



I WILL TEAR THE
FLESH FROM YOUR
BONES!!!



PHEW!
I LOVE
THAT
YOGA
MOVE!

THERE IS LIKE,
NO HOPE FOR
A HUG, RIGHT?





DILBERT®



BY
SCOTT ADAMS

REMEMBER, QUALITY IS OUR TOP PRIORITY.

QUALITY

QUESTION: IS IT MORE IMPORTANT THAN SAFETY?

OOH...I FORGOT ABOUT THAT ONE.

QUESTION: IS QUALITY MORE IMPORTANT THAN OBEYING THE LAW?

WELL, PROBABLY NOT.

IF WE COULD MAXIMIZE SHAREHOLDER VALUE BY SELLING LOWER QUALITY ITEMS...

...WOULDN'T WE HAVE A FIDUCIARY RESPONSIBILITY TO DO IT?

HMM

I'M SURE IT'S IN THE TOP FOUR.

QUALITY

WHAT IF WE HAD TO LIE TO ACHIEVE QUALITY?

I PLAN TO START MY
OWN TELEVISION
TALK SHOW.



I'LL CHANGE MY NAME
TO "DOCTOR DOGBERT"
SO PEOPLE THINK I'M
QUALIFIED TO CALL
THEM LAZY, IMMORAL,
FAT MORONS.



YOU ALREADY CALL
PEOPLE THOSE NAMES.

YEAH, BUT
I WANT THEM
TO THANK ME
FOR IT.



DOCTOR DOGBERT SHOW

YOUR PROBLEM IS
THAT YOU'RE A LAZY,
SELFISH, IMMORAL
MORON.



SHOULDN'T YOU LISTEN
TO MY STORY BEFORE
PASSING JUDGMENT?



I'M ADDING
"TIME-WASTER"
TO THE LIST.

YOU'RE LIKE
A MIRACLE
WORKER!



DOCTOR DOGBERT SHOW

MY NEXT GUEST
IS ADDICTED TO
PLASTIC SURGERY.



I'VE ALWAYS LIKED
THE WHOLE DINOSAUR
LOOK, SO I JUST
WENT FOR IT.



DO YOU HAVE SOME
PLAINSPOKEN ADVICE
FOR ME?

SHUT UP,
YOU FREAK.



DOCTOR DOGBERT SHOW

TODAY WE'LL MEET A
COUPLE WHO HAVE A
COMMON PROBLEM.



I MAKE HIM SLEEP IN
A GIGANTIC HOT DOG
BUN.

CAN I
SEE IT?

NO...
PLEASE.



AND THE PROBLEM
IS THAT HE SNORES.



WHAT'S
THAT
THING?

IT'S MY SON.
HE COULDN'T
GO TO SCHOOL
TODAY.



TRAYLOR, GO SHAKE
HANDS WITH THE
POINTY-HAIRED
MAN.



WHAT
DOES
HE
HAVE?

I DON'T
THINK IT
HAS A NAME
YET.



DO YOU MIND IF
I PUT YOUR PICTURE
ON MY STAPLER?



WELL, I DON'T ALLOW
PERSONAL ITEMS ON
DESKTOPS, BUT I'LL
MAKE AN EXCEPTION.



EAT PAPER, YOU
IGNORANT
PARASITE! HA
HA HA!!!





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BY
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THIS WAS A PRODUCTIVE
FOUR-HOUR LEADERSHIP
MEETING.



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I'D LIKE ONE OF
YOU TO TYPE UP
YOUR NOTES AND
SEND AN E-MAIL
TO THE ENTIRE
COMPANY.



NO ONE
TOOK
NOTES?

I DIDN'T
HAVE A
PEN.

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OKAY, NO PROBLEM.
DOES ANYONE
REMEMBER WHAT
WE DECIDED?



WE AGREED TO
INCREASE...
SOMETHING.

NO, DECREASE
SOMETHING.



NEVER MIND. LET'S
TRY IT AGAIN ON
THURSDAY AT 8 A.M.



WHEN IS
THE NEXT
LEADERSHIP
MEETING?

I SHOULD
HAVE
WRITTEN
THAT DOWN.



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JOB APPLICANT

HOW DO YOU
REWARD YOUR
TOP PERFORMERS?



I KEEP INCREASING
THEIR WORKLOADS
UNTIL THEIR PER-
FORMANCES BECOME
AVERAGE.

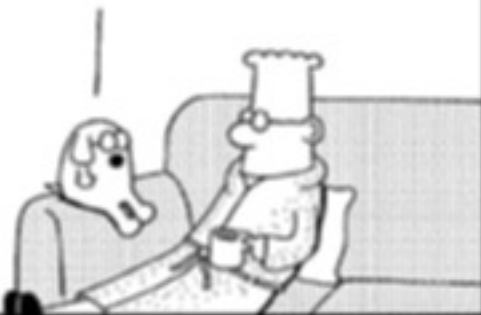


SO...WHY
WOULD
ANYONE
TRY TO
EXCEL?

I USE ONLY
THE FINEST
MOTIVATION-
AL POSTERS.



I PLAN TO START
MY OWN NO-FRILLS
AIRLINE.



FOR ONLY \$23, I'LL
LET PEOPLE HOLD
OUT THEIR ARMS
AND RUN TO THEIR
DESTINATIONS.



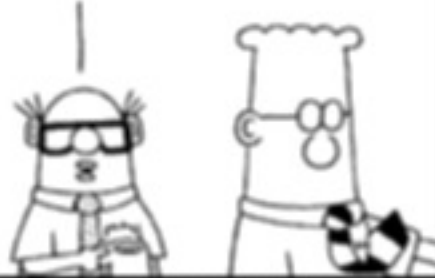
AND THEY WON'T BE
ALLOWED TO EAT OR
SWALLOW THEIR OWN
SALIVA.



I'VE ADDED MUMBLING
AND PEEVISHNESS TO
MY WORK-AVOIDANCE
ARSENAL.



I GET THE BENEFITS OF
APPEARING KNOWLEDGE-
ABLE WITHOUT THE
BURDEN OF SHARING.



UM...I DIDN'T
HEAR WHAT
YOU SAID.



MAY I BORROW
YOUR CHAIR FOR
A MEETING?

OKAY, BUT LEAVE
YOUR WALLET, KEYS,
COMPANY I.D. AND
ONE SHOE WITH ME.

I'M
YOUR
CHIEF
FINANCIAL
OFFICER.

THEN I
ALSO NEED
YOUR PDA
AND ONE
SOCK.

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OUR ACCOUNTING
SYSTEM IS SO IN-
ACCURATE THAT WE
DON'T KNOW HOW
PROFITABLE ANY-
THING IS.



IT'S SO BAD THAT
YOU COULD MANAGE
RANDOMLY AND CLAIM
SUCCESS NO MATTER
WHAT HAPPENS.



I WAS LOOKING
FOR FUNDING,
NOT A HUG.



WALLY, DO YOU HAVE
THE APPROVED VENDOR
LIST?



IT'S ON THE
NET. THE
PASSWORD IS
"WALLY."



HMM... YOU ALWAYS SAY
INFORMATION IS ON
THE NET WHEN I KNOW
IT'S NOT. YET, BY
MENTIONING A PASS-
WORD, IT SOUNDS
PLAUSIBLE.



SO... FIRST I'LL FIND
OUT THAT THE PASS-
WORD HAS CHANGED.
THEN I'LL FIND OUT
THAT THE LIST IS OUT
OF DATE. WHAT AM I
FORGETTING?





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BY
SCOTT ADAMS



I'M STARTING A
COMPANY THAT
SPECIALIZES IN
DOING TAINTED
RESEARCH.



THE ASSOCIATION OF
DOUGHNUT MAKERS
ASKED ME TO PROVE
THAT SKINNY PEOPLE
CAN'T GO TO HEAVEN.



DID YOU SEE A
BRIGHT LIGHT BE-
FORE THE DOCTORS
REVIVED YOU?

NO, WHY?



THIS IS THE DOGBERT
RESEARCH COMPANY.
HAVE YOU EVER BEEN
KILLED BY A POORLY
DESIGNED PRODUCT?
...NO?



MY TAINTED RESEARCH
SHOWS THAT YOUR
PRODUCTS HAVEN'T
KILLED ANYONE.



FOR AN EXTRA
\$50,000, I CAN
CALL A SECOND
PERSON.

I DON'T WANT
TO JINX IT.



WE NEED TO GET YOU
ON TV TO PUBLICIZE
THE TAINTED RESEARCH
I DID.



THE MEDIA LIKE
CELEBRITIES, BLOOD,
ENVIRONMENTAL
ISSUES AND HUMOR.



SOMEONE PUSHED A
POINTY-HAIRED MAN
IN FRONT OF LARRY
DAVID'S HYBRID CAR
TODAY.



HAVE YOU MADE YOUR
MOTHER PROUD BY
BECOMING A MANAGER?

NO.



HAVE YOU MADE YOUR
SON PROUD BY HOST-
ING A COOKING SHOW
ON TELEVISION?



YOU COULD CALL THE
SHOW "COOKING WITH
TOO MUCH SALT."

HOW DID YOU
GET THIS WAY?



THE STATUS OF MY
PROJECT IS THAT YOU
IGNORED FIVE OF MY
E-MAILS AND SEVEN
OF MY VOICEMAILS.



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I TRIED TO CORNER YOU
IN THE HALLWAY, BUT
YOU FILLED ALL THE AIR
SPACE WITH STORIES
ABOUT YOUR SINUSES
AND SCAMPERED AWAY.



SPEAKING
OF WHICH,
HOO- BOY!



I'D LIKE
TO HEAR
THOSE
STORIES.

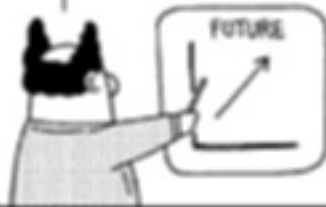


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SALES ARE
DROPPING
LIKE A ROCK.



OUR PLAN IS TO
INVENT SOME SORT
OF DOOHICKEY THAT
EVERYONE WANTS
TO BUY.



THE VISIONARY
LEADERSHIP WORK
IS DONE. HOW LONG
WILL YOUR PART
TAKE?





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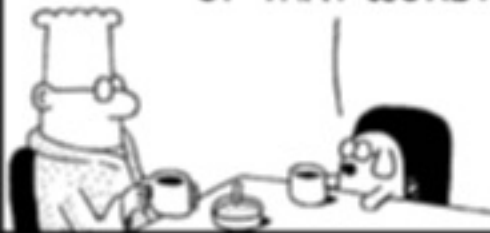
MAYBE I SHOULD SELL
THIS HOUSE AND GET
A NEWER ONE.

I'LL BE THE
REAL ESTATE
AGENT.



I SAID
MAYBE.

A GOOD REAL
ESTATE AGENT
DOESN'T KNOW
THE MEANING
OF THAT WORD.



THINGS ARE MOVING
TOO FAST! I'VE LOST
CONTROL OF THE
PROCESS!

PACK YOUR
STUFF, WAFFLER.
ESCROW CLOSES
IN TEN
DAYS.



DOGBERT THE REAL
ESTATE AGENT

WHEN IT RAINS, THE
SEWER BACKS UP AND
COVERS THE DRIVEWAY.



LAKE
VIEW.

EVERY SPRING, RABID
SQUIRRELS RIP OFF
HUGE CHUNKS OF THE
ROOF TO LOOK FOR
FOOD.



SEASONAL
SKYLIGHT.

THE DRY BRUSH BEHIND
THE HOUSE IS A FIRE
HAZARD.



POTENTIAL...
FIRE... PLACE.

THE REAL ESTATE
AGENT

INITIAL EVERY PAGE OF
THIS STEAMING
MOUND OF
DOCUMENTS.



THIS SAYS THAT IF I
INSIST ON OVERPRIC-
ING MY HOUSE THEN MY
AGENT CAN RUN OVER
ME WITH AN SUV AND...



...SELL MY CLOTHES
TO A SCARECROW
MANUFACTURER.

IT'S RARELY
ENFORCED.



THE REAL ESTATE
AGENT

THE FIRST PROPERTY
COSTS \$10 MILLION.



IT'S COVERED WITH
ENDANGERED FROGS,
AND IT'S NEXT TO A
BANSHEE FARM.



THE ACCESS ROAD IS A
NARROW PATH ACROSS
A BOILING CESSPOOL
OF TORMENTED SOULS.



THE REAL ESTATE
AGENT

IF YOU DON'T BUY THE
HOUSE I SHOWED YOU,
SOMEONE ELSE WILL.



AND EVERY TIME IT
APPRECIATES ANOTHER
MILLION DOLLARS YOU
WILL CRY OUT, "WHY
WAS I SO STUPID?
WHY? WHY?"



AND I'LL
BE ALL,
"LOSER!
LO-O-
O-SER!"

ARE YOU
REALLY NOT
ALLOWED TO
SHOW ME
MORE THAN
ONE HOUSE?



IT FEELS UNMANLY TO
HIRE MOVERS. I
SHOULD BE ABLE TO
DO THIS WITH A FEW
FRIENDS AND A
PICKUP TRUCK.



THE
MOVERS
JUST
PULLED
UP.

I DON'T
LIKE FEEL-
ING WEAK.



I CAN
WALK
BY MY-
SELF!

ON THOSE
LITTLE LEGS?





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WHY DOES THE NEW
ENGINEER GET PAID
MORE THAN I DO?
HOW DO YOU JUSTIFY
THAT??!



UNLIKE YOU, HE
DOESN'T HAVE A
BAD ATTITUDE.



I HAVE A GOOD
ATTITUDE! LOOK AT
THIS SMILE! LOOK!



HERE ARE ALL THE
SUGGESTIONS FROM
THE SUGGESTION BOX.



GIVE US MORE MONEY.
GIVE US MORE MONEY.
GIVE US MORE MONEY.
GIVE US MORE MONEY.
HEY, HERE'S ONE WITH
A LITTLE DIAGRAM.



THE WAVY
LINES MEAN
IT'S HOT
THERE.



IS THAT
WHY THE
POINTY-
HAired
GUY IS
SAD?



CATBERT THE EVIL
DIRECTOR OF H.R.

MARRIED EMPLOYEES
COST US MORE BECAUSE
SPOUSES GET
BENEFITS.



IF WE CAN GET OUR
EMPLOYEES TO MARRY
EACH OTHER, WE'LL
SAVE MONEY.



HAVE YOU EVER
NOTICED HOW THE
FLUORESCENT LIGHT
GLISTENS OFF OF
WALLY'S HEAD?



I'M ADDICTED
TO SPAM. I
CAN'T RESIST
IT.



LAST WEEK I BOUGHT
EVERY PILL THAT WAS
OFFERED AND TOOK
THEM AT THE SAME
TIME.



LET ME TELL YOU,
THERE ARE A FEW PILLS
YOU DON'T WANT TO
MIX WITH THE GINKGO
BILOBA.



I RECOMMEND THAT
WE ELIMINATE THE
LEAST POPULAR FEA-
TURES BECAUSE THEY
COST US MORE THAN
THEY GENERATE IN
REVENUE.



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I HAVE AN IDEA.
LET'S ELIMINATE
THE LEAST POPULAR
FEATURES TO SAVE
MONEY.



I SUGGEST THAT WE
ELIMINATE THE LEAST
POPULAR FEATURES.

I STEAL THAT
IDEA TO INFINITY.



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YOU CAN ROB YOUR
SMALL SUPPLIERS BY
MAKING UNAUTHOR-
IZED DEDUCTIONS
FROM THEIR
INVOICES.



WHEN THEY COMPLAIN,
SAY IT'S A STANDARD
INDUSTRY PRACTICE
AND THREATEN TO TAKE
YOUR BUSINESS ELSE-
WHERE!



THEN MAKE
THEM DANCE
LIKE CHICKENS!

HA HA!
CHICKENS
ARE FUNNY!





DILBERT®



BY
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DOGBERT EXPLAINS STOCK INVESTING

PAY ATTENTION.

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FIRST, EMPLOYEES PROVIDE VALUABLE DATA.

IS YOUR PROJECT ON SCHEDULE?

I DIDN'T KNOW I HAD A PROJECT.

A MANAGER REFINES THE DATA.

WE'RE ON SCHEDULE.

THE CEO GIVES "VISIBILITY" TO ANALYSTS.

NO PROBLEMS WHATSOEVER.

ACCOUNTANTS PUBLISH BAD NEWS IN FOOTNOTES USING A COMBINATION OF NANOTECHNOLOGY AND GIBBERISH.

STILL TOO OBVIOUS.

DISCOUNT BROKERAGE FIRMS TELL YOU THAT YOU'RE SMART.

USE YOUR OWN IDEAS!

INVESTORS DO THEIR OWN RESEARCH.

BUY IT BECAUSE I DID.

THANK YOU, UNBIASED STRANGER!

A SECRET SOCIETY OF DONALD TRUMP LOOK-ALIKES END UP WITH ALL YOUR MONEY.

YOU'RE FIRED.

YOU ARE!

CATBERT: EVIL DIRECTOR OF
HUMAN RESOURCES

I'M WORKING 80 HOURS
A WEEK. I BARELY HAVE
TIME TO BATHE.



TRY USING YOUR
TONGUE DURING
MEETINGS. IT'S LIKE
A BATH AND A LOOFAH
ALL IN ONE.



OR I COULD
DO LESS
WORK.

THAT'S
CRAZY
TALK.



WE STILL HAVE TOO
MANY SOFTWARE
FAULTS. WE'LL MISS
OUR SHIP DATE.



MOVE THE LIST OF
FAULTS TO THE
"FUTURE DEVELOP-
MENT" COLUMN AND
SHIP IT.



90% OF THIS
JOB IS FIGUR-
ING OUT WHAT
TO CALL
STUFF.



I'M GOING TO
A MEETING
WITH MY
BOSS.

DID YOU
STRETCH
FIRST?



YOU NEED TO LIMBER
UP YOUR LYING
MUSCLES OR YOU'LL
STRAIN SOMETHING.



REALLY? THINGS
ARE GOING THAT
WELL??!



DIDN'T
STRETCH.

WE'VE MOVED OUR
CALL CENTERS TO
ELBONIA BUT WE
DON'T THINK ANY-
ONE WILL NOTICE.



HELLO, HOW MAY I
HELP YOU? MY NAME
IS KRUPHNEHDAH-PHEW-
EUNDIKANISWALYNIA-
PHORGANOPOP.



I MEAN...CARL.



ELBONIAN CALL CENTER

WE DON'T HAVE THAT
SOFTWARE IN STOCK.



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BUT MAY I INTEREST
YOU IN A SET OF
PORCELAIN UNICORN
FIGURINES THAT
WEAR PANTS?



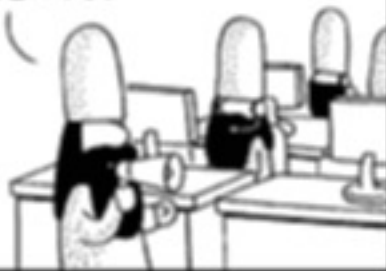
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REALLY? WOW. YOUR
COUNTRY HAS WAY
TOO MUCH MONEY.



ELBONIAN CALL CENTER

REMEMBER TO USE
YOUR AMERICAN
ACCENTS!



YEE-HAA!! LET'S PUT
THE DAWG IN THE
CHEVY! LOOK AT THE
SIZE OF MY MISSILES!!



WE ONLY DO IT
THAT WAY IN
THE CAFETERIA.

OOPS.
SORRY.





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BY
SCOTT ADAMS

CAN I TALK TO YOU
AFTER THE MANDATORY
MEETING?

WHO! WHO! I
DIDN'T GIVE YOU
APPROVAL TO ATTEND
THAT MEETING.

THE MEETING
IS MANDATORY.

APPROVAL IS
MANDATORY,
TOO.

OKAY, WHATEVER.

MAY I GO TO
THE MANDATORY
MEETING?

ALL REQUESTS
MUST BE IN
WRITING.

IT'S MANDATORY!!!
MAN-DUH-TORY!!!

IF PEOPLE START
BENDING THE RULES,
BEFORE LONG, MURDER
WILL BE LEGAL.

THAT WAS THE FINEST
MANDATORY MEETING
I'VE EVER ATTENDED!
THEY HANDED OUT
CASH!

SHUT
UP.

SO I WAS DANCING
WITH MADONNA AND
WENT "VOGUE" LIKE
THIS. SHE LIKED THE
IDEA AND MADE A
VIDEO.



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YOU'VE EITHER HAD
A FASCINATING LIFE
OR YOU'RE A HUGE
LIAR. I'M STILL
UNDECIDED.



GANDHI SAID THE SAME
THING. SO I SAID,
"I'M NOT EATING
UNTIL YOU TAKE IT
BACK."



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THE NON-CREDIBLE GUY

AND THAT'S HOW I
INVENTED "REALITY
TV."



WHY DON'T YOU KEEP
TELLING ME PREPOSTER-
OUS STORIES WHILE I
STARE AT YOU WITH A
MIXTURE OF HOSTILITY
AND CURIOSITY?



AND THEN EINSTEIN
ASKED ME TO ENTER-
TAIN HIS RELATIVES
WHILE HE THOUGHT OF
A NAME FOR HIS NEW
THEORY.



THE NON-CREDIBLE GUY

DID YOU GET APPROVAL
FOR THESE EXPENSES?

WHAT? OH,
YES, I DID.



WHY DOES EVERYTHING
YOU SAY SOUND SO
SUSPICIOUS?

BECAUSE I JUST
HAD A HEART
TRANSPLANT.



I'D LIKE TO SEE A NOTE
FROM YOUR SURGEON.

HE'S
ILLITERATE.



WALLY, I WANT YOU
TO UPDATE THE SAFETY
MANUAL AND DISTRIB-
UTE IT.



I DON'T HAVE MUCH
OF A BUDGET FOR
BINDERS, SO USE
THE CHEAPEST ONES
YOU CAN FIND.



HELLO, THIS IS
"DEADLY BINDERS,
INC." HOW MAY
I INJURE YOU?



I NEED YOUR APPROVAL
ON THE NEW SAFETY
MANUAL.



GAAA!!! SHARP
EDGES!!! GAAA!!!
IT GRABBED MY
HAND!!!



CHAPTER ONE : WEAR
PROTECTIVE GLOVES
AND SAFETY GOGGLES
AT ALL TIMES.



WORKPLACE INJURIES
ARE UP TEN THOUSAND
PERCENT SINCE I
DISTRIBUTED THE NEW
SAFETY MANUALS.



THE BINDERS HAVE
SHARP EDGES AND,
APPARENTLY, A CURSE.
I ASKED ASOK TO
HELP PUT IT ON OUR
WEB SITE.



HANDS...SO NUMB.
EYES...STRAINED.
BLOOD PRESSURE
RISING...





DILBERT®



BY

SCOTT ADAMS

WOULD YOU REVIEW
MY CELEBRITY
BUSINESS PLAN?

SURE.

FIRST, I'LL COMMIT A
SENSATIONAL CRIME
THAT THE MEDIA
CAN'T IGNORE.



THEN I'LL HIRE
CELEBRITY LAWYER
JOHNNY "RED"
GALIPIGOS TO HELP
ME BEAT THE RAP.



I'LL USE MY FAME TO
LAND A PART ON A
REALITY TV SHOW
WHERE I WILL WIN
BY CHEATING.



THEN I'LL GAIN A
MASSIVE AMOUNT OF
WEIGHT SO THE TAB-
LOIDS WILL FIXATE
ON ME.



THEN I'LL BECOME A
SPOKESPERSON FOR
A WEIGHT LOSS
PRODUCT.



LASTLY,
I'LL WRITE
CHILDREN'S
BOOKS.

WHAT
ABOUT
REHAB?

GOOD CATCH. I TOTALLY
FORGOT THE PART
WHERE I GET ADDICTED
TO PAINKILLERS.

OTHERWISE,
IT LOOKS
GOOD.

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TODAY IS THE DAY
THAT THE SECRET
SOCIETY OF EXEC-
UTIVE SECRETARIES
TAKES OVER THE
WORLD.



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CAROL, WHAT'S
ON MY SCHEDULE
THIS MORNING?



SUBJUGATION,
HUMILIATION
AND MISERY!
HA HA HAI



HOW'S
THE
AFTER-
NOON.



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WELCOME TO THE
SECRET SOCIETY OF
EXECUTIVE
SECRETARIES.



TODAY WE WILL WREST
POWER FROM OUR EVIL
OVERLORDS! TOMORROW
WE'LL RULE THE WORLD!



THEN CONNIE POINTED
OUT THAT WE'D NEED
OUR OWN SECRETARIES,
AND THE WHOLE THING
FELL APART.



OUR CEO SAYS HE
WANTS TO CHANGE
THE DNA OF THIS
COMPANY.



WHAT'S
THAT
MEAN?



I DON'T KNOW.
IT SOUNDS
MEDICAL. I'M
FRIGHTENED.



HOLD
ME.



KEEP YOUR
STALE DNA
AWAY FROM
ME.



THERE SEEMS TO BE
MORE STUPIDITY
THAN USUAL AT WORK.



BORROW MY ANTI-
STUPIDIOUS GUN. IT
ANNIHILATES THE
STUPID PART OF A
PERSON AND LEAVES
THE REST INTACT.



I SHOULD HAVE READ
THE DIRECTIONS
MORE CAREFULLY.



YOU'VE EXCEEDED YOUR
E-MAIL STORAGE ALLO-
CATION ON THE SERVER
AGAIN.



THAT'S BECAUSE I DO
REAL WORK AS OPPOSED
TO WALKING AROUND
WITH A PIECE OF
PAPER.



IT'S NOT A PIECE
OF PAPER; IT'S A
DOCUMENT!

I CAN'T HEAR
YOU OVER THE
SOUND OF MY
REAL WORK.



HEY, DILBY, DIL-BOY,
DILLY-DALLY, DILBO
BAGGINS, DILL
PICKLE!



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I NEED
A FAVOR.



DOES IT
INVOLVE
SPITTING
ON YOUR
GRAVE?



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I'M
NOT
DEAD.



WELL THEN,
I GUESS WE
BOTH NEED
A FAVOR.





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BY
SCOTT ADAMS

PERFORMANCE REVIEW

PEOPLE SAY YOU'RE
TOO NEGATIVE IN
MEETINGS.

NEGATIVE?

WHEN?

ACCORDING TO THE
MARKETING DEPART-
MENT, YOU POO-
POOED A NUMBER
OF THEIR IDEAS...

...THE COLD FUSION
SCOOTER, PERPETUAL
MOTION CLOTHES DRYER,
ANTIGRAVITY PANTS,
MAI VENDING MACHINE,
AND THE LIST GOES ON.

THOSE ARE TERRIBLE
IDEAS!

NEGATIVE
ATTITUDE!!!
GOTTCHA!!!

OKAY, YOU'RE RIGHT.
FROM NOW ON, I
WILL SUPPORT ALL
TERRIBLE IDEAS.

GOOD.

IT'S A TONGUE SCRAPER
AND A FROZEN FLAG-
POLE!

CAN IT BE
ELECTRIFIED?

VISITING A CUSTOMER

OUR OFFICE WAS
DESIGNED WITH THE
SCIENCE OF FENG SHUI.



SHOULD I DESCRIBE
THE TECHNICAL MERITS
OF OUR PRODUCT OR
WILL YOU BE CONSULT-
ING WITH A WITCH
DOCTOR?



OOPS. SORRY. THAT
ONE SNUCK UP ON
ME.

HE'S AN
ASTROLOGER,
NOT A WITCH
DOCTOR.



CUSTOMER VISIT

I CAN SEE FROM YOUR ZOMBIE STARE THAT YOU DON'T UNDERSTAND TECHNICAL TALK.

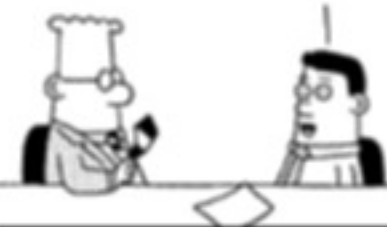


LET ME TRY IT IN A LANGUAGE I CALL "LIBERAL ARTS MAJOR."



IT'S BLUE.

IT HAS A COLOR??!



HIS NAME IS KUDOS,
THE BEAR-ER OF
GOOD MORALE!



HE'S OUR NEW
MASCOT. HE'LL
ATTEND ALL OF
OUR MEETINGS
UNTIL MORALE
IMPROVES.



TODAY IS
ASOK'S TURN
IN THE
SUIT.



I'LL ESCAPE THE
HORROR OF THIS
MEETING BY TAKING
MY MIND TO A
HAPPY PLACE.



AAAHH...A POOL
OF WARM COFFEE;
WHAT COULD BE
BETTER?



IF I CUT YOUR PRODUCT
DEVELOPMENT BUDGET
BY 25%, WHAT COULD
YOU DEVELOP?



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ULCERS, HEART
DISEASE AND
MAYBE MYSTERI-
OUS PUSTULES.



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HOW
ABOUT THE
PRODUCT
ITSELF?



IT WILL
ENVY ME.



PROJECT MEETING

I'LL HAVE TO CUT A FEW CORNERS BECAUSE OF YOUR BUNGLING OF THE BUDGET PROCESS.



IF WE SKIP DESIGN, PROTOTYPE, TESTING AND MANUFACTURING, WE CAN AFFORD THE PRODUCT RECALL.



WE'LL SAVE ON SHIPPING, TOO.

IS BUNGLE THE SAME AS JUGGLE?





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BY
SCOTT ADAMS

YESTERDAY, SOMEONE
IN THIS ROOM GAVE
ME A DOCUMENT
WITH A YELLOW
PAPER CLIP.

I KNOW THAT MULTI-
COLORED PAPER CLIPS
LOOK "PRETTY."

BUT I REMIND YOU
THAT WE ARE ON A
TIGHT BUDGET!

WE CAN'T BE THROW-
ING AWAY ALL OUR
MONEY ON COLORFUL
PAPER CLIPS.

DO I MAKE
MYSELF CLEAR?!!

I SALVAGED THAT
PAPER CLIP FROM
INCOMING MAIL.

NOW EXCUSE ME WHILE
I STARE AT MY WATCH
AND WONDER HOW
MUCH YOU'RE PAID
PER HOUR.

I'M SURE YOU'VE DONE
INEFFICIENT THINGS
THAT I DON'T KNOW
ABOUT.

TWO MINUTES
IS... \$5.

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GAAAA!!! HOW COULD
YOU DO THIS WITHOUT
FIRST CHECKING WITH
ME??!!



MY PHILOSOPHY IS
THAT IT'S BETTER TO
SEEK FORGIVENESS
THAN TO ASK FOR
PERMISSION.



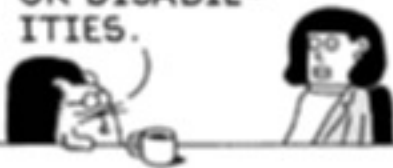
DID HE SAY YOU COULD
RIP OUT HIS HEART
AND SELL IT ON THE
INTERNET?

KINDA.



EVIL DIRECTOR OF H.R.

IT'S ILLEGAL FOR ME
TO ASK ABOUT AGE,
SEX, MARITAL STATUS,
WEIGHT, ETHNICITY
OR DISABILITIES.



BUT I CAN SEE THAT
YOU'RE A FIFTY-YEAR-
OLD, 145-POUND,
MONGREL SPINSTER
WITH SOME COORDI-
NATION ISSUES.



DO YOU HAVE ANY
PROBLEM WORKING
ON CHRISTMAS?



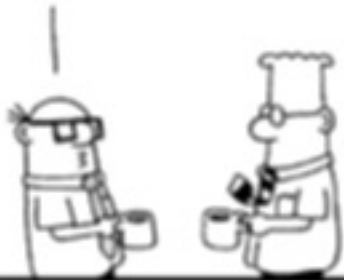
I GOT A BAD CASE
OF ERGOPHOBIA. IT'S
AN ABNORMAL AND
PERSISTENT FEAR OF
WORK.



ISN'T EVERYTHING
ABOUT YOU A LITTLE
ABNORMAL AND
PERSISTENT?



YEAH, BUT I'M STILL
DELIGHTED WHEN I
DISCOVER NEW WORDS
FOR ME.



ASOK, LET'S GO TO
LUNCH. I'LL BUY.



REALLY?

WE'LL HAVE SOME WINE,
MAYBE TALK ABOUT
PEOPLE THAT WE BOTH
KNOW.



FUNI

AND WHAT
DOES DILBERT
CALL ME?



THE
FERTILIAR!
HA HA!

UH-OH, SOMEONE
WANTS ME TO
MAKE A DECISION.



I SUMMON THE DARK
DEMON OF INEFFECTIVE
MANAGEMENT TO SMITE
THE PERSON WHO WANTS
THIS DECISION!!!



MAYBE I COULD HELP
YOU MAKE THE
DECISION.



I REQUESTED
SMITING.



MY POINTY-HAIRED
OVERLORD SENT ME
TO SMITE YOU FOR
REQUESTING THAT HE
MAKE A DECISION.



HEY!
WHAT
THE...?

EAT
DRYWALL,
DEMON!!!



HEY, IT'S
A FRESH
ONE!





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BY
SCOTT ADAMS

DID YOU SEE ALL
OF THE TYPOS IN
DILBERT'S E-MAIL?

WERE YOU CONFUSED
ABOUT ITS MEANING?

NO. THAT'S NOT
THE POINT.

THEN I DON'T
KNOW WHAT YOUR
POINT IS.

I THINK HE SHOULD BE
MORE PROFESSIONAL.
THAT'S ALL.

SO, INSTEAD OF SEND-
ING CLEAR, EFFICIENT
MESSAGES, HE SHOULD
FOLLOW YOUR EXAMPLE
AND...

...BE A GOSSIPY,
CRITICAL, TIME-WASTER
WHO VALUES APPEAR-
ANCE OVER FUNCTION?

ARE YOU
DONE
HURT-
ING ME
NOW?

I'M SAVING
A SCOFFING
SOUND FOR
WHEN YOU
TURN TO
LEAVE.

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I HIRED A NEW
PRIMA DONNA. I
ALREADY HATE HIS
GUTS, BUT HE'S
INDISPENSABLE.



HE'LL BE DIVIDING HIS
TIME BETWEEN BEING
OBNOXIOUS AND
UNDERMINING MY
AUTHORITY.



AND THE
RULES
DON'T
APPLY
TO HIM.

I DECLARE
THIS A
PANTS-
OPTIONAL
ZONE.



THE PRIMA DONNA

BEHOLD MY INDISPENS-
ABLE GREATNESS! NO
TECHNICAL PROBLEM
CAN THWART ME!



I WEAR NO PANTS,
AS PROOF THAT I AM
ABOVE THE RULES. I
AM THE ALPHA AND
THE OMEGA!



WOULD YOU LIKE TO
SEE A SCOFF, JEER,
GIBE, MOCK, SNEER,
FLEER OR FLOUT?



PANTLESS PRIMA DONNA

MAY I ASK
YOU A
QUESTION?



SILENCE,
FOOL!



ALERT THE PATENT
OFFICE THAT I AM
ABOUT TO BEGIN.
THEY MIGHT WANT
TO INCREASE STAFF.



MAYBE YOU SHOULD
TURN ON YOUR
COMPUTER.



I DON'T DO
HARDWARE.



PANTLESS PRIMA DONNA

I DEMAND AN
ASSISTANT TO
DOCUMENT MY
MIRACLES.



THAT WHICH I TOUCH
WILL BE TAGGED FOR
THE SMITHSONIAN.
THAT WHICH I CREATE
WILL BE FRAMED FOR
THE LOUVRE.



REALLY?
AN EXCITING
ASSIGNMENT?
WHAT IS IT?



ASOK, I WANT YOU
TO WORK FOR THE
PRIMA DONNA. DO
WHATEVER HE TELLS
YOU.



MAY I POINT OUT
THAT HE HAS NEVER
PRODUCED ANYTHING
EXCEPT ARROGANCE
AND NOISE?



YOU WILL STAND
BEHIND ME, AND
WHEN I END A SEN-
TENCE, YOU WILL
EITHER SAY, "TA-DA"
OR "CASE CLOSED."



TINA, WHY DID
YOU CALL ME A
FLAMING #12!!?



I'M SO
SORRY.



THAT WAS MY E-MAIL
PERSONALITY. MY
REAL-TIME PERSON-
ALITY IS KIND AND
GENTLE.



OH.
OKAY.



NEVER SPEAK
TO ME AGAIN,
YOU MISERABLE
CLUMP OF DE-
CAYING COM-
POST!





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SCOTT ADAMS



I OWN
A SMALL
BUSINESS.

IT'S IMPERATIVE THAT
YOU PAY US ON TIME
OR ELSE WE'LL GO OUT
OF BUSINESS.

AND THEN YOU
WOULDN'T EVER
NEED TO PAY...

OH, DEAR LORD,
WHAT HAVE I
SAID?!!

I MAY BE A SMALL
BUSINESSMAN BUT
I CAN PROVIDE A
QUALITY PRODUCT
TO YOUR COMPANY.



I'LL ASK ALICE TO
SHOW YOU HOW TO
GET INTO OUR
PREFERRED VENDOR
SYSTEM.



HE CAN ALREADY
INVOICE!



HE HAS
YOUR
SCOWL.



HEY, DILBERT, WHAT
ARE YOU DOING FOR
THE EBITDA TODAY?

THE
WHAT?

EBITDA MEANS THE
EARNINGS BEFORE
INTEREST, TAXES,
DEPRECIATION, AND
UM...AMMONIA.

ARE
YOU
SURE
ABOUT
AMMONIA?

WHY MUST
YOU BE SO
ACCRETIVE?

WHEN YOU ASK ME
QUESTIONS, I USUALLY
WAVE MY HAND AND
SAY, "BAHI"



BUT FROM NOW ON,
I'LL SAY "WHY DO
YOU WANT TO KNOW?"
AND THEN I'LL SAY,
"BAHI" OVER YOUR
ANSWER.



HOW OFTEN DO YOU HEAR
THE PHRASE "IT'S BEEN
NICE TALKING TO YOU?"

NOT SO MUCH.



NOW THAT OUR PROFITS
ARE IMPROVING, CAN
I HAVE A RAISE?



IF I START GIVING
PEOPLE RAISES, THEN
PROFITS WILL PLUMMET
AND WE'LL BE NOWHERE.



DOES YOUR BONUS
DEPEND ON HOW EFFEC-
TIVELY YOU OPPRESS
ME?

IF YOU DON'T
LIKE IT, TRY
COMMU-
NISM.



THE LEADERSHIP TEAM
CAN'T DECIDE WHERE
TO MAKE THE DEEPEST
BUDGET CUTS.



BUT DON'T WORRY. I
OFFERED TO BRING A
SYSTEMATIC, DATA-
DRIVEN FOCUS TO THE
PROCESS.



A DEATH SPIRAL GOES
CLOCKWISE NORTH OF
THE EQUATOR.





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BY

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DILBERT, YOU'LL ABSORB
BILL'S PROJECT WHEN
HE TRANSFERS.

DON'T WORRY; HE'LL
TELL YOU EVERYTHING
YOU NEED TO KNOW.

THE WHATCHAMACALLIT
HAS TO BE WHATEVER
OR ELSE THE WHOSITS
WILL GO HEY-HEY.

NOW THIS IS EITHER
THE BUDGET TOTAL OR
A FAX NUMBER.

IT'S ABSOLUTELY CRITI-
CAL THAT YOU... UM...
I LOST MY TRAIN OF
THOUGHT.

DO YOU HAVE A LIST
OF KEY CONTACTS?

THAT WOULD
HAVE BEEN
A GOOD IDEA.

CAN I CALL YOU IF
I HAVE QUESTIONS?

YOU CAN
TRY.

I LOVE MY CO-
WORKERS, UNTIL
THEY TALK.

YOU KNOW WHAT I
ADMIRE ABOUT YOU,
ALICE?



YOU OBVIOUSLY VALUE
PERFORMANCE OVER
APPEARANCE.

THANK YOU.



WAIT...IF THAT WAS A
COMPLIMENT, WHY IS
MY FIST OF DEATH
TINGLING?



I'M ABOUT HALFWAY
FINISHED WITH THE
ONLINE STUDY CLASS
ON SEXUAL HARASS-
MENT.



WALLY, WE DON'T
HAVE AN ONLINE
STUDY COURSE ON
SEXUAL HARASSMENT.



THAT WOULD EXPLAIN
WHY ALL THE ACTORS
SEEMED SO HAPPY.



WHY DID YOU
LEAVE YOUR
LAST JOB?



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THEY TOLD ME
THAT I HAVE
INCREDIBLY
POOR JUDGMENT.



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SO I
SUED
THEM.



ACCORDING TO YOUR
RESUMÉ, YOU LEFT YOUR
LAST JOB BECAUSE YOU
"ALLEGEDLY STOLE LOTS
OF GREAT STUFF."



TECHNICALLY, IF THEY
CATCH YOU IN THE
PARKING LOT, AND YOU
GIVE IT BACK, THAT'S
NOT STEALING.



AND YOU BURIED A
GERMAN TOURIST IN
YOUR CELLAR.

ONE TIME!



YOU'RE AN HOUR
LATE FOR A JOB
INTERVIEW.



YOU'RE WORKING ME
TO DEATH! I'M ONLY
ONE PERSON! I NEED
A VACATION!



YOU'RE
SUPPOSED
TO SAY
THAT STUFF
AFTER
I HIRE
YOU.



O-O-OH...
SUDDENLY
I CAN'T
DO ANY-
THING
RIGHT?



I CAN'T FIND ANY
HIGHLY TRAINED JOB
APPLICANTS WHO WANT
AN UNPLEASANT WORK
ENVIRONMENT AND
LOW PAY.



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I MISS THE OLD DAYS
WHERE A MAN WOULD
BUILD A SKYSCRAPER
WITH HIS BARE HANDS
JUST TO MAKE YOU STOP
HITTING HIM WITH A
SHOVEL.



DID THEY
HAVE A
DENTAL
PLAN?



YES. THEY
CALLED IT
"DUCK!!!"



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DILBERT[®]



BY
SCOTT ADAMS

WHY IT'S GREAT TO
BE AN ENGINEER.

HI,
DILBERT.

HI...THERE.

HE DOESN'T
REMEMBER
MY NAME.

SAY IT!
SAY MY
NAME!

HEY,
DILBERT.

NOW HE'LL
BE FORCED
TO INTRO-
DUCE ME.
HEE-HEE!

AM I
INTER-
RUPTING
ANY-
THING?

IT'S AWKWARD FOR
YOU NOW. HA HA!
SQUIRM. YOU NAME
FORGETTER.

THE PRESSURE TO
INTRODUCE ME
MUST BE KILLING
YOU. HA HA!

DO YOU HAVE THE
NEW HARDWARE
SPECS?

FOLLOW
ME.

WHO WAS
THAT GUY?

WHAT
GUY?

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MY LIFE IS
A ROLLING
DISASTER.



I'M A MAGNET FOR
ALL PROBLEMS LEGAL,
FINANCIAL, MEDICAL
AND ROMANTIC.



UH-OH...
I SENSE
ANOTHER
DISASTER
BREWING.



SHE'S
CUTE. I
THINK
I'LL STALK
HER EVERY
DAY.



I'M BORED. IT'S
TIME TO STALK
THE NEW HIRE.



HOW
LONG
IS THE
WAIT?

ABOUT
FORTY-FIVE
MINUTES.



WHEN ROMANCE
IS INVOLVED,
IT'S GOOD TO
HAVE A PLAN
"B."



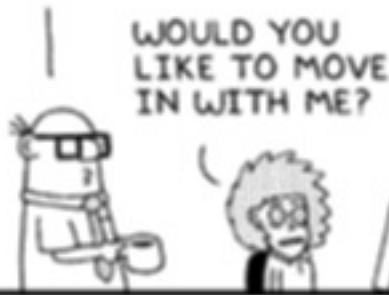
YOUR LIFE IS A
ROLLING DISASTER,
SO I FIGURE I SHOULD
ASK YOU FOR A DATE.



I'M HOPING THAT THE
SOURCE OF YOUR PROB-
LEMS IS THAT YOU
CONSISTENTLY MAKE
POOR CHOICES.



MAYBE YOU COULD BUY
SOME GROCERIES AND
MAKE ME A NICE
DINNER.



HOW'S YOUR
STALKING OF
THE NEW HIRE
GOING?

WE HAVE
A DATE FOR
TOMORROW.



SHE'S IN AN EMPLOYEE
ORIENTATION MEETING
TODAY.

UH-OH.



MODULE FOUR IS
ABOUT IDENTIFYING
WORKPLACE HAZARDS.



I'LL ARRANGE MY
PAPERS TO SIGNAL
THAT I WANT THIS
MEETING TO END.

TAP
TAP
TAP

C'MON,
TAKE A
HINT!

SO, AS
I WAS
SAYING...

TAP
TAP
TAP

THE MAN
WOULD
NOT TAKE
A HINT.

I SAID
IT'S ALL
GONE!

WE ONLY HAVE TWO
PEOPLE ON THE THIRD
FLOOR. LET'S MOVE THEM
TO OUR EMPTY CUBES
HERE AND SUBLET THE
SPACE.



WRITE A BUSINESS
CASE WITH ALL THE
RISKS AND BUSINESS
DRIVERS AND I'LL
CONSIDER IT.



I CHANGED MY MIND.
WE SHOULDN'T DO
ANYTHING.





DILBERT®



BY
SCOTT ADAMS

CAROL, I NEED TEN MINUTES ON THE POINTY-HAIRED BOSS' SCHEDULE.

I DON'T LET HIM HAVE MEETINGS ANYMORE.

WHAT?

EVERY TIME HE HAD A MEETING IT JUST CREATED MORE WORK FOR ME.

IT WAS ALWAYS "CAROL, GET ME A FILE," AND "CAROL, SCHEDULE ANOTHER MEETING."

OBVIOUSLY I HAD TO PUT AN END TO THE MADNESS.

I GUESS I COULD E-MAIL HIM.

YOU COULD TRY.

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SHUT THE DOOR. WE
NEED TO TALK ABOUT
WHAT YOU'VE DONE.

WHAT?!

RING

GAAAA!!! PLEASE DON'T
LEAVE ME HANGING!
WHAT HAVE I DONE??!

HELLO.

MY WATCH STOPPED.
NO, WAIT, I THINK
TIME ITSELF STOPPED!!!

NOTE: TIME-
FROZEN PEOPLE
LOOK EXACTLY
LIKE THIS.

TIME HAS STOPPED
UNTIL MY BOSS GIVES
ME THE BAD NEWS
THAT HE HINTED WAS
COMING.



MAYBE I'LL USE THE
TIME TO INVENT A
NEW LANGUAGE AND
GROW A BEARD.



AN ETERNITY LATER

EE-YO NEBAB
WANPONI
GREP.

I FORGOT
WHY I
WANTED
TO TALK
TO YOU.



I GREW THE BEARD
WHILE WAITING FOR
MY BOSS TO GET OFF
THE PHONE.



THEN I REALIZED I
DON'T NEED TO EXER-
CIZE BECAUSE NO ONE
EXPECTS BEARDED GUYS
TO HAVE ANY DISCIPLINE.



I'LL HAVE EVERYTHING
ON THE EVEN-NUMBERED
PAGES, A CIGAR AND
...DO YOU SELL
SUSPENDERS?



I SAVE SO MUCH TIME
BY NOT SHAVING THAT
I'M CONSIDERING
GIVING UP ALL FORMS
OF HYGIENE.



I'D PHASE INTO IT BY
HAVING A FEW UN-
WASHED TELECOMMUT-
ING DAYS PER WEEK.



AND IF YOU WEAR
CLOWN SHOES,
YOU NEVER
NEED TO
CLIP YOUR
TOENAILS.

I SHOULD
BE WRIT-
ING THIS
DOWN.



I DECIDED TO SHAVE
OFF THE BEARD I GREW
WHEN I WAS WAITING
FOR MY BOSS TO GET
OFF THE PHONE.



BEARD? I
HADN'T NO-
TICED.



THIS WILL TAKE AWHILE,
SO I'LL WAIT UNTIL TIME
SLOWS TO A CRAWL AND
DO IT THEN.



DID I EVER TELL YOU
ABOUT MY FIRST JOB
AS AN ENVELOPE
LICKER?



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

WE'RE PLANNING A
GOODBYE PARTY FOR
DOWNSIZEES.



I'M MAKING T-SHIRTS
SO IT'S EASY TO TELL
WHO THE SPECIAL
GUESTS ARE.



I GOT THE LAST
OF THE CAKE.





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I'M CRUISING INTO
MY FIFTH MONTH
WITH NO WRITTEN
OBJECTIVES.



SOME PHILOSOPHERS
WOULD SAY THAT HAVING
NO OBJECTIVES MEANS
I'M FREE TO HELP ANY
TEAM THAT
ASKS.



MY PERSONAL PHI-
LOSOPHY IS MORE
ALONG THE LINES OF
HIDING.



I WANT YOU TO
NEGOTIATE THE SALE
OF OUR VOICE ACTI-
VATED HASOCK
BUSINESS.



YOU'RE NOT ALLOWED
TO LIE, BUT I EXPECT
PLENTY OF OMISSIONS,
MISDIRECTIONS, EX-
AGGERATIONS...

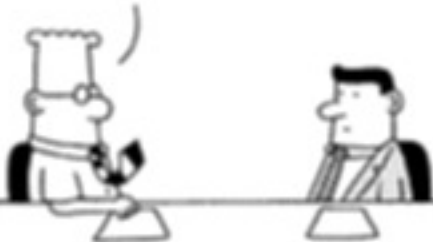


...UNJUSTIFIED
OPTIMISM, LOST DOC-
UMENTS, UNCLEAR
EXPLANATIONS, GRAY
AREAS AND TACTICAL
IGNORANCE. OH, AND
SAY THAT WE HAVE
OTHER OFFERS.



NEGOTIATING

I'VE BEEN AUTHORIZED
TO TELL YOU THAT WE
HAVE OTHER OFFERS.



I CAN TELL FROM YOUR
PHRASEOLOGY THAT
YOU'VE BEEN ORDERED
TO LIE AND YOU'RE NOT
GOOD AT IT.



WHAT MAKES
YOU THINK
SOMETHING
LIKE THAT?

THERE IT
IS AGAIN!



NEGOTIATING

MY OPENING
OFFER IS...



THANK YOU, THANK YOU,
THANK YOU. WE ACCEPT
YOUR OFFER!!!

I HAVEN'T
SAID THE
OFFER.



I MEAN, WE HAVE
LOTS OF OTHER OFFERS
THAT ARE BETTER.

YOU'RE RUINING
EVERYTHING.



NEGOTIATIONS

SO FAR WE'VE AGREED
THAT MY COMPANY WILL
TAKE ALL THE EXPENSES
AND LEGAL LIABILITIES.



YOUR COMPANY WILL
TAKE ALL OF THE
REVENUE, PATENTS
AND PUBLIC CREDIT.



BUT WHERE IT SAYS I'LL
DIG YOU A SWIMMING
POOL WITH MY BARE
HANDS, I WILL NOT DO
THAT.

YOU WIN! YOU
CAN USE A
SPOON.



YOUR STOCK JUST
PLUNGED ON THE NEWS
THAT YOU'RE GOING TO
ACQUIRE ANOTHER
COMPANY.



HAVE YOU NOTICED
THAT YOUR STOCK
GOES DOWN WHENEVER
YOU DO ANYTHING?



I'LL BUY A FEW SHARES
IF YOU'LL AGREE TO
SIT MOTIONLESSLY
IN YOUR CUBICLE.





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I NEED HELP
MOTIVATING
THE STAFF.

WHAT HAVE
YOU ALREADY
TRIED?

THREATS, BELITTLING,
HUMILIATION, EMPTY
PROMISES, BERATING,
SLOGANS, POSTERS
AND BULLYING.

HMM... WE CAN'T
PRAISE THEM OR
ELSE THEY'D ASK
FOR RAISES.

MAYBE THEY CAN
BE MOTIVATED BY
THE IMPORTANCE
OF THEIR WORK.

THEIR WORK IS
MAKING SECOND-
RATE PRODUCTS TO
SELL TO IDIOTS SO
OUR EXECUTIVES CAN
AFFORD TROPHY WIVES.

HAVE YOU TRIED
YELLING UNTIL
YOUR FACE TURNS
PURPLE?

MAKE THREE
COPIES, PLEASE!!!

THIS IS
NEW.

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STOCK OPTIONS WILL
BE REPLACED WITH
A BONUS SYSTEM.



SO...NOW MY HAPPY-
NESS DEPENDS ON THE
KINDNESS OF MANAGE-
MENT INSTEAD OF THE
GULLIBILITY OF OUR
INVESTORS?



ALLOW ME TO
RESPOND BY
HACKING A HAIR-
BALL IN YOUR
DIRECTION.



WE CAN'T
AFFORD TO
HIRE ANY
TRAINED
EMPLOYEES.

HIRE
FERAL
EMPLOYEES.



WHERE
DO I
FIND
FERAL
EMPLOYEES?

I SAW
SOME IN
THE ALLEY.



WHO WANTS A
CREAMER?



I HIRED A FERAL
EMPLOYEE.

HE'S INEXPENSIVE
BECAUSE HE'S TOTALLY
UNTRAINED.

SO FAR HE KNOWS
HOW TO EAT FOOD
AND RUN AWAY.

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THE FERAL EMPLOYEE

I'M TAKING A CHANCE
BY HIRING YOU. DON'T
MAKE ME REGRET IT.



TODAY, ONE OF MY
SEASONED PROFESSION-
ALS WILL TEACH YOU
TO USE INDOOR
PLUMBING.



LOOK! LOOK AT ME!
THE NEWSPAPER TUCKS
UNDER THE ARM!



THE FERAL EMPLOYEE

HI, LITTLE FELLA.
WHAT'S YOUR NAME?

WILL

YOU LOOK TOTALLY
UNTAMED. I LIKE
A CHALLENGE.

GIVE ME ONE MONTH
AND I'LL HAVE YOU
WEARING BICYCLE
PANTS WHILE YOU
MOW MY LAWN.

HISSES

THE FERAL EMPLOYEE

MARKETING WOULDN'T
GIVE ME THE PRODUCT
SPECS.



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SO I MADE THIS
FACE AND RIFLED
THROUGH THEIR
DUMPSTER.



AND YOU
FOUND
THE PROD-
UCT SPECS?



FRENCH FRY.

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BY
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OUR VP OF MARKETING
IS HERE TO DESCRIBE
OUR NEW BET-THE-
COMPANY STRATEGY.



WE'LL SATURATE THE
AIRWAVES WITH AN
AD CAMPAIGN FEATU-
RING A TALKING
SQUIRREL.



HE'LL HAVE A FAKE
NORWEGIAN ACCENT
LIKE, 'GEEVE ME
ZEE NUTS.' HA HA!



ANY QUESTIONS?

YES, YOU WITH
THE STRANGE HEAD.



HOW WILL A TALK-
ING SQUIRREL MAKE
PEOPLE BUY OUR
PRODUCTS?



I JUST REALIZED I'M
A COMPLETE FRAUD.
I'LL PACK UP MY DESK
AND LEAVE IMMEDI-
ATELY.



CAN WE GET THROUGH
ONE MEETING WITHOUT
YOU RUINING EVERY-
THING?



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I FORGOT HOW
MANY QUARTERS
ARE IN A YEAR.



TWO

UNLESS IT'S A LEAP
YEAR; THEN YOU HAVE
TWO QUARTERS PLUS
A PENNY.



MAYBE I'LL SAY THAT
AT THE BOARD MEETING
TO SOUND SMART.



I'M
FREE!!

HEY, DILBERT!
HOW WOULD YOU
LIKE TO GO TO
LUNCH?



ALONE.



ALONE! HA HA! BUT
THEN YOU'D MISS
OUT ON THIS GREAT
OPPORTUNITY!



IT'S MULTI-LEVEL
MARKETING PLUS A
DIET PLAN SUGGESTED
BY THE BIBLE!



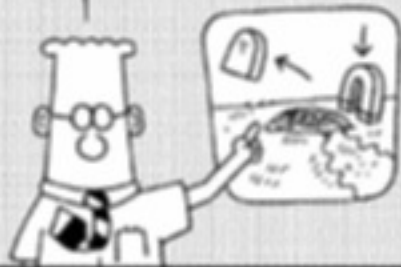
SHOOT
ME.



WE DUG UP THE FOUNDER
OF OUR COMPANY AND
WRAPPED HIM IN
COPPER WIRE.



THEN WE REPLACED HIS
TOMBSTONE WITH A
HUGE MAGNET.



WITH ANY LUCK, OUR
BUSINESS PRACTICES
WILL MAKE HIM SPIN
IN HIS GRAVE AND
GENERATE ELECTRICITY.



I GOT A HEFTY BONUS
FOR BEING WAY
UNDER BUDGET.



EFFORT IS NO LONGER
REWARDED. IT'S ALL
ABOUT RESULTS, WHICH
MEANS MOSTLY
LUCK.



IT'S KINDA FUNNY; THE
ONLY REASON I WAS
UNDER BUDGET IS THAT
MY PROJECT WAS
DELAYED.



I'M LATE BECAUSE
MY CAR WOULDN'T
START IN THE COLD.

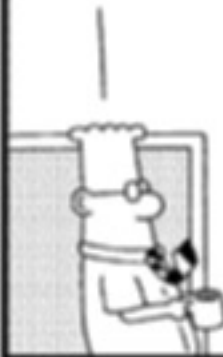


IT'S WARM
OUTSIDE.

THERE'S A LITTLE
THING CALLED THE
WIND-CHILL FACTOR.
HELLO-O-O-O!!!



THAT WAS WRONG
ON SO MANY LEVELS.



SOMEDAY I
GOTTA GET
ME A CAR.



THIS IS DOGBERT'S
TECH SUPPORT. YOUR
PROBLEM IS CAUSED
BY ANOTHER COMPANY'S
PRODUCT OR SERVICES.



SHOULDN'T I TELL YOU
MY PROBLEM BEFORE
YOU DETERMINE THE
CAUSE?



OKAY, LET'S
PRETEND THAT
WILL CHANGE
MY ANSWER.





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BY
SCOTT ADAMS



WE'VE HAD A BAD YEAR
BUT MANAGEMENT IS
COMMITTED TO STAY-
ING THE COURSE.



QUESTION: DID YOU
JUST SAY OUR LEADERS
ARE RECEIVING HUGE
COMPENSATION PACK-
AGES TO KEEP DOING
WHAT DOESN'T WORK?



NO. THE
WAY I
SAID IT,
THEY'RE
VISION-
ARIES.

SO...THEY
KEEP DOING
WHAT DOESN'T
WORK...AND
THEY SEE
VISIONS?



I'VE DECIDED
TO BECOME AN
OPTOMETRIST
FOR NEAR-SIGHTED
VISIONARIES.



THEY'RE IDEAL
CUSTOMERS BECAUSE
THEY NEVER EXPECT
THE WORST.



WHICH PRICE AM I
MOST LIKELY TO
CHARGE YOU?

THE LOW ONE!



OPTOMETRIST FOR
VISIONARY EXECUTIVES

LOOK THROUGH THIS
SOLID BLOCK OF WOOD.



IS THIS
BETTER
OR WORSE?

BETTER.



I FORESEE
FORTY
QUARTERS
OF GROWTH.

HEY,
NEW
GLASSES?



MY VOICE MAILBOX
IS FULL, AND MY
SPAM FILTER REJECTS
ALL INCOMING E-MAIL.



AS SOON AS I BUILD
UP A GOOD LOAD OF
EAR WAX, I'LL BE
OFF THE GRID.



WALLY,
WE
NEED
TO
TALK.

EH?



HEY, MULLET-HEAD,
THIS IS FOR YOU.

WHAT DID
YOU CALL
ME?

OOPS. I USED THE
SECRET NICKNAME
THAT EVERYONE IN
THE OFFICE HAS FOR
YOU.

MY
WORK
IS
DONE.

IT'S JUST A
LITTLE LONG
IN THE BACK!

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OUR CORPORATE GOAL
IS TO BECOME ONE OF
FORTUNE MAGAZINE'S
TOP 100 COMPANIES
TO WORK FOR!



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WE HOPE TO DO IT
WITHOUT GIVING
YOU ANY ADDITIONAL
MONEY, BENEFITS
OR FREEDOM.



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THEN HOW COULD YOU
POSSIBLY MOTIVATE
US TO SAY WE'RE HAPPY
TO WORK...UH-OH.





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BY

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I'M STARTING A
CREDIT REPORTING
COMPANY.

I'LL BE THE LOW-COST
PROVIDER BECAUSE
ALL OF MY DATA WILL
BE WRONG.

WHAT WILL YOU DO
WHEN PEOPLE CALL
AND COMPLAIN THAT
YOU RUINED THEIR
LIVES?

I'LL PUT THEM ON
HOLD UNTIL THEIR
FRUSTRATIONS TURN
INTO DEBILITATING
HEALTH PROBLEMS.

THEIR LAST WORDS
WILL BE "AAAGH!!!
I ONLY WANTED TO
BUY A MINIVAN!"

DEATH WILL ACCOM-
PLISH WHAT CUSTOMER
SERVICE COULD NOT.

I'M JUST CURIOUS:
DO YOU HAVE ANY
QUALMS ABOUT YOUR
BUSINESS PLAN? ANY
AT ALL?

I'M NOT SURE. DO
QUALMS MAKE YOU
WAG?

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WE HAVE A BAD
CONNECTION, SO
LISTEN CAREFULLY.



THROW...MY...
DESK...OFF...
BUILDING...

OKAY.



I HOPE THAT SOUNDED
LIKE "GO THROUGH MY
DESK AND OFFICE AND
FIND THE BILLING
CODES."



ARE YOU SURE THAT
OUR POINTY-HAIRED
BOSS SAID TO THROW
HIS DESK OFF THE
BUILDING?



WELL, HIS CELL PHONE
HAD A REALLY BAD
CONNECTION.



DO YOU
CARE?

NOT SO
MUCH.



SEND THE SALARY
SPREADSHEET TO
HUMAN RESOURCES.



DON'T LET ANYONE
ELSE SEE IT. THAT
SORT OF INFORMA-
TION COULD SOW
THE SEEDS OF DIS-
CONTENT.



WE'D HAVE MASSIVE
DISLOYALTY, FIGHTS,
VANDALISM, MAYBE
EVEN RIOTS.



LOOK...CAROL ACCI-
DENTALLY SENT THE
SALARY SPREADSHEET
TO EVERYONE IN THE
DEPARTMENT!



WHAT??! YOUR PAY
IS HIGHER THAN
MINE??! BUT YOU'RE
LIKE A...A...



WIZARD?

SWOLLEN
APPENDIX.



I JUST SAW A LIST
OF EVERYONE'S
SALARY.



I THOUGHT THE GLASS
CEILING WAS HOLDING
ME DOWN, BUT YOU
HAVE THE HIGH-
EST PAY HERE.

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THERE'S NO ONE LEFT
TO BLAME FOR MY LOW
PAY EXCEPT...OOH,
WAIT...HOW ABOUT
ILLEGAL ALIENS?



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I DEMAND
A RAISE OR
ELSE I WILL
QUIT TODAY.



GOOD-
BYE.



NOOOO!!!
PLEASE LET
ME STAY! I'LL
WORK EVERY
WEEKEND FOR
FREE!!!



OKAY.



WERE YOU CORRECT THAT
YOUR SUPERIOR INTEL-
LIGENCE MAKES YOU A
SUPERB NEGOTIATOR?



PLEASE
SHUT UP.





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BY
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WE'RE OUTSOURCING
OUR SATELLITE LAUNCH
PROGRAM TO ELBONIA.



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WE BUILT THE BILLION-
DOLLAR SATELLITE
HERE; THE ELBONIANS
WILL PUT IT INTO
ORBIT.



DILBERT, I WANT
YOU TO BE OUR
LIAISON.



AAAAGH!!!

THAT'S OUR INSURANCE
COMPANY. THEY'VE
BEEN JUMPY LATELY.



IN ELBONIA

OUR PLAN IS TO TEASE
A PIG UNTIL HE KICKS
THE SATELLITE INTO
ORBIT.



THE RISK IS THAT OUR
PIG MIGHT PREFER
FISTICUFFS.



SLEDGEHAMMER!
ABORT! ABORT!



IT WAS
HOLLOW.

DON'T
MENTION
THAT TO
OUR INSURANCE
COMPANY.



I CALLED THIS MEETING
SO I COULD TELL YOU
THE DIVISION'S GOALS
FOR NEXT YEAR.



THAT'S A GOOD IDEA
BECAUSE WE'RE ALL
SO DUMB THAT WE
COULDN'T POSSIBLY
READ THIS IN
E-MAIL.



GOAL ONE :
IMPROVE
COMMUNI-
CATION.

I CAN'T;
I'M TOO
DUMB.



PRODUCT DESIGNER

FUNCTION MEANS
NOTHING. DESIGN
IS EVERYTHING.

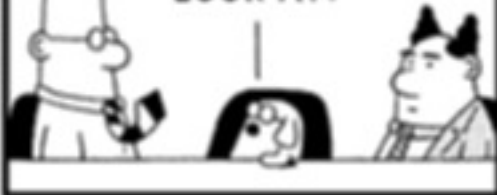


QUALITY IS YESTER-
DAY'S NEWS. TODAY
WE FOCUS ON THE
EMOTIONAL IMPACT
OF THE PRODUCT.



BUT IT STILL NEEDS
QUALITY, RIGHT?

YOU ARE
SO-O-O-O
HARD TO
LOOK AT.



PRODUCT DESIGNER

GOOD DESIGN IS
ESSENTIAL TO YOUR
SUCCESS.



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THAT'S WHY I
EMPLOY ONLY THE
BEST ARTISTS
AND DESIGN PRO-
FESSIONALS.



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WHO ATE ALL
THE CRAYONS
AGAIN?!

INTRUDERS?



PRODUCT DESIGNER

I BRING YOU THE
FUTURE OF PRODUCT
DESIGN FOR CONSUMER
ELECTRONICS.



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BEHOLD NATURE'S
PERFECT SHAPE!
YOUR CUSTOMERS
WILL FORM AN EMO-
TIONAL BOND.



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DO YOU THINK YOUR
EGO INFLUENCED THE
DESIGN PROCESS?



IT'S
WAGGING.

BAH!

PRODUCT DESIGNER

THE NEW PRODUCT IS SELLING LIKE CRAZY, THANKS TO ITS GREAT DESIGN.



IT'S SO ATTRACTIVE THAT PEOPLE OVERLOOK ITS MINOR FLAWS IN FUNCTIONALITY.



FOR EXAMPLE, IT ACCUSES THE USER OF SEX CRIMES WHENEVER COMPANY COMES OVER.

AND IT'S CUTE!



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

HOW DO I TELL PEOPLE
THAT THERE WON'T BE
ANY ANNUAL RAISES?



IF SOMEONE TRIES
TO RAISE THE TOPIC,
GUIDE THE CONVERSA-
TION AWAY.



...AND THAT'S WHY
MY OUTFIT IS MADE
OF CAFETERIA NAPKINS.

DO YOU THINK
WE'LL EVER
COLONIZE
MARS?





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BY
SCOTT ADAMS



ALICE, I'VE BEEN TOLD
THAT YOU IGNORE YOUR
TEAM'S ASSIGNMENTS
AND WORK ON THINGS
THAT AREN'T YOUR JOB.



THAT'S TRUE. I DO
IMPORTANT THINGS
INSTEAD OF USELESS
THINGS ASSIGNED
BY CLUELESS NIMRODS.



YOU TOTALLY
RUINED THIS
MEETING.



RETURN OF TOPPER

I FOUND A
ROCK THAT'S
SHAPED LIKE
AN EGG.

THAT'S
NOTHING!



I HAVE A ROCK
THAT'S SHAPED
LIKE NICK LACHEY
AND JESSICA
SIMPSON.



MY ROCK JUST
HATCHED! IT'S
A FULLY CLOTHED
ALIEN FROM A
DISTANT GAL-
AXY!

THAT'S
NOTHING!



GREETINGS, EARTHLING.
I BRING YOU EITHER
WISDOM OR PLANETARY
ANNIHILATION. THE
CHOICE IS YOURS.



STAY IN THE BREAK
ROOM. I'LL GO GET
MY LEADER.



VERY
WELL.

THE NEW COFFEE
STIRRERS ARE
GREAT, BUT I GOT
THE LAST ONE.



I REMOVED ALL THE
CHAIRS TO ENCOURAGE
MORE EFFICIENT
MEETINGS.



THE FIRST ITEM ON
THE AGENDA IS...
OW, OW! LEGS SO
TIRED... **MEETING
ADJOURNED!!!**



I ALWAYS WONDERED
WHAT EFFICIENCY
LOOKED LIKE.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I CAN'T DECIDE
WHAT'S CHEAPER...



...AN EMPLOYEE
WELLNESS PROGRAM TO
REDUCE SICK DAYS OR
INCENTIVIZING THE
OLDER, HIGHLY PAID
WORKERS TO DIE.



MAYBE YOU COULD
USE MATH TO
FIGURE IT OUT.

WHEN I SAID
CHEAPER, I
MEANT MORE
FUN.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

HAVE YOU HEARD
ABOUT THE EMPLOYEE
WELLNESS PROGRAM?

IF YOU CALL IN SICK
ON A MONDAY OR A
FRIDAY, YOUR BOSS
SAYS, "WELL, WELL,
WELL - THAT'S VERY
SUSPICIOUS."

NOW IF YOU'LL
EXCUSE ME, I
FEEL A NAP
COMING ON.



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BY
SCOTT ADAMS

OUR BONUSES WILL
DEPEND ON THE
RESULTS OF THE
EMPLOYEE ATTITUDE
SURVEY.

IF WE BOOST OUR
MORALE RANK,
WE'LL GET BIGGER
BONUSES.

GET IT? ALL YOU HAVE
TO DO IS SAY YOU'RE
HAPPY AND YOU GET
MONEY.

YOU WANT US
TO LIE?

NO-O-O-O! HEAVEN
FORBID. ABSOLUTELY
NO LYING.

BUT IF YOU DID LIE,
IMAGINE THE THINGS
YOU COULD BUY WITH
THAT MONEY.

I'LL HAND OUT THE
SURVEYS AND YOU
CAN LET YOUR CON-
SCIENCE GUIDE YOU.

IS "PARA-
DISE" TOO
OVER THE
TOP?

I'M GOING
TO LIE ME
UP A NEW
COUGH!

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CATBERT: EVIL DIRECTOR
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CUBICLES ARE TOO
EXPENSIVE. WE'RE
MOVING TO AN OPEN
PLAN.



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YOU'LL ATTEND A
SPECIAL CLASS TO
EASE YOUR TRAN-
SITION.



IT'S LIKE HE'S IN A
CUBICLE WITH IN-
VISIBLE WALLS!



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I'M GOING INTO
THE FALSE HOPE
BUSINESS.



ALL I NEED IS A SEMI-
PLAUSIBLE MESSAGE
ABOUT HOW TO LOSE
WEIGHT WHILE
GETTING
RICH.



DON'T EAT
YOUR MONEY.



MY WEALTH-BUILDING
SYSTEM HAS BEEN
VERIFIED BY ACTUAL
SCIENTISTS.



WHERE CAN I FIND
AN UNETHICAL
SCIENTIST?



AND IF I'M TOO BUSY,
MY HUMAN CLONE
CAN DO YOUR INFO-
MERCIAL.

GOOD
PRICES.





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HELLO?
THIS IS
ALICE.

BEEP
BEEP



YOU ARE FAXING
TO MY VOICE
LINE AGAIN,
YOU #!!%*



HOW OFTEN
DO YOU
FAX TO
HER VOICE
LINE?

IT
DEPENDS
IF SHE'S
BEEN BAD.



TO WHAT PROJECT
WOULD I CHARGE
MY TIME IN THE
FOLLOWING SITUA-
TION?



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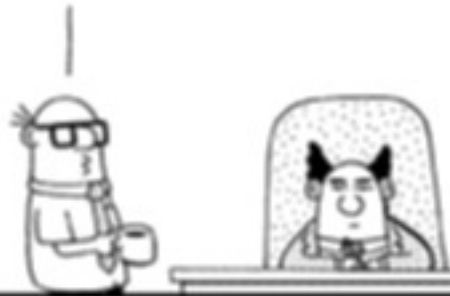
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LET'S SAY THAT A
PAIR OF CORRECTIVE
LENSES FALLS IN A
URINAL, AND THE
OWNER FREAKS OUT
AND CALLS 911...



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IT HASN'T HAPPENED
YET BUT I CAN FEEL
IT BUILDING UP.





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OUR BUDGET WON'T COVER ALL OF THE PRODUCT DEVELOPMENT.

WE CAN ONLY DO TWO-THIRDS OF THE FEATURES FOR THAT AMOUNT.

REDUCE THE SCOPE OF THE PROJECT BY ONE-THIRD.

OKAY.

BUT... THEORETICALLY...

NO...DEAR LORD, NO.

IF I LATER GIVE YOU A CHANGE REQUEST TO ADD ONE FEATURE, COULD YOU DO IT FOR THE SAME BUDGET.

ONE? SURE.

DATA GOES IN; MANAGEMENT COMES OUT.

ONE? SURE.

CHANGES ARE FREE.

WHERE DO I PUT THE CHANGE REQUESTS?

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IF YOU RECOMMEND
MY COMPANY'S PROD-
UCT TO YOUR BOARD,
THERE MIGHT BE A
LITTLE SOMETHING
FOR YOU LATER.



BEFORE YOU DECIDE,
LOOK AT THIS DVD
TITLED, 'IS BRIBERY
RIGHT FOR YOU?'



THE NARRATOR
MIGHT REFER TO
YOU BY NAME WHEN
SHE DANCES.



I DECIDED TO BUY
ALL OF OUR SERVER
UPGRADES THROUGH
BRIBERTEK, INC.



QUESTION: ARE WE
BUYING OVERPRICED
HARDWARE BECAUSE
THEY OFFERED YOU
A JOB?



BECAUSE IF WE'RE PAY-
ING EXTRA TO GET RID
OF YOU, IT'S MONEY
WELL SPENT.

IT'S A
COINCIDENCE!



OKAY, I CONVINCED
MY COMPANY TO MAKE
YOU OUR SINGLE-
SOURCE VENDOR.



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I ASSUME YOU'LL BE
MAKING ME A JOB
OFFER NOW. ANY VP
TITLE WILL BE FINE.



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I'LL JUST
TAKE AN
EMPTY
OFFICE.

THERE...
IS...A...
**WAITING
PERIOD!!**



I'VE BEEN FORCED
TO UPDATE THE
DRESS CODE.



EFFECTIVE TODAY,
TANK TOPS AND
BELLY SHIRTS ARE
NOT ALLOWED IN
THE OFFICE.



ONCE AGAIN,
YOU RUINED IT
FOR EVERYONE.



UH-OH. IT'S A GRAY
AREA SOCIAL SIT-
UATION.



DO I KNOW THIS
GUY WELL ENOUGH
TO SAY HI, OR
DO I LOOK AWAY?



SO I WENT WITH AN
AMBIGUOUS TIGHT-
LIPPED SMILE THAT
COULD BE CONFUSED
WITH A STOMACH ACHE.



YOUR STORIES
STINK.



UH-OH. IT'S A GRAY
AREA SOCIAL SIT-
UATION.



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DO I KNOW THIS
GUY WELL ENOUGH
TO SAY HI, OR
DO I LOOK AWAY?



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SO I WENT WITH AN
AMBIGUOUS TIGHT-
LIPPED SMILE THAT
COULD BE CONFUSED
WITH A STOMACH ACHE.



YOUR STORIES
SUCK.



WHOA! WHOA!
WHERE DO YOU
THINK YOU'RE
GOING?



YOU LOOK BLOATED
TODAY, AS IF YOU
HAVE COMPANY-OWNED
ASSETS UNDER
YOUR CLOTHES.



I NEED TO STOP
RELYING ON MY
INSTINCTS.





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BY
SCOTT ADAMS



MY DAUGHTER SNEEZED
SO THE SCHOOL IS
SENDING HER HOME.



I'LL WORK FROM HOME
FOR THE REST OF THE
DAY.

HOW WILL YOU
ANSWER MY
PHONE?



I PROBABLY SHOULDN'T
TELL YOU THIS, BUT
NONE OF YOUR PHONE
MESSAGES ARE REAL.



MY SECRETARY IS
OFF, AND I NEED
TO MAKE COPIES
OF THIS...



OH, I GET IT! YOU
IMMEDIATELY ASK
THE ONLY WOMAN
IN THE DEPARTMENT
TO DO IT. #!%*~&!!



I WAS GOING TO
ASK WHERE THE
COPY MACHINE IS,
BUT THIS WORKS,
TOO.

LAZY
#!%*~&!!
~&!!#!



IS IT OKAY IF I
TAKE ON FIVE NEW
PROJECTS AND TEN
DELIVERABLES?

UM...
OKAY.

MY MOTIVATIONAL
E-MAIL MESSAGES
ARE WORKING.

CAN
YOU
HELP...

WHOA! DON'T
YOU KNOW
HOW MANY
PROJECTS I
HAVE?

IF YOU HIRE ME, I
WILL USE MY ENORMOUS
BRAIN TO DEVELOP
WORLD-CHANGING
PRODUCTS.



I REQUIRE NO PAY
AND NO CUBICLE. I
WILL EAT USED PAPER,
AND CLING TO THE
CEILING.



IN MY DEFENSE,
HE INTERVIEWS
VERY WELL.



SOMETHING'S BEEN
BUGGING ME.



I'VE BEEN AN EXEC-
UTIVE ASSISTANT FOR
FIVE YEARS. WHEN
DO I GET PROMOTED
TO EXECUTIVE?



I'VE GOT LEADERSHIP
COMING OUT OF MY
EARS!



THAT'S
WAX.

HAVE YOU EVER
NOTICED THAT PEOPLE
CONTINUOUSLY BOTHER
YOU WHEN YOU'RE
TRYING TO WORK?



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THAT'S WHY I COME
HERE - TO GET AWAY
FROM THOSE MORONS.



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I'M HAVING AN
UNPLEASANT
REALIZATION.

THEY'RE ALL
LIKE THAT.





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BY
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I HAVE A QUESTION
FOR THE ETHICS
HOTLINE.



IS IT OKAY TO RETYPE
THE DIRECTIONS ON
MY BOSS'S PRESCRIP-
TION MEDICATION?



I KNOW I CAN'T
DO THIS NEXT THING
BECAUSE I'VE TRIED.



THE COMPANY WILL
BE HOLDING A SERIES
OF BROWN BAG SEM-
INARS ON CORPORATE
ETHICS.



IS IT ETHICAL TO
STEAL OUR LUNCH
HOUR AND PRETEND
THAT THE ETHICS
PROBLEMS DON'T COME
FROM OUR EXECU-
TIVES?



I WOULDN'T KNOW
BECAUSE I HAVEN'T
TAKEN THE SEMINAR.



THE COMPANY HAS
HIRED AN ETHICS
MANAGER.



IF YOU HAVE ANY
ETHICS QUESTIONS,
CALL THE HOTLINE.



THAT'S FINE, AS
LONG AS YOU GET
RID OF THE DENTAL
EVIDENCE.



ETHICS HOTLINE

THIS IS DOGBERT.
PLEASE STATE YOUR
CONUNDRUM.



SOMETIMES I HAVE
NAUGHTY THOUGHTS
DURING WORK HOURS.
SHOULD I REIMBURSE
THE COMPANY FOR
LOST PRODUCTIVITY?



DANG! THIS IS
COSTING ME A
FORTUNE!



I HAVE A PLAN TO
AVOID PAYING
DIVISION PERFORM-
ANCE BONUSES.



I'LL MERGE OUR GROUP
WITH THE WORST
DIVISION SO OUR
AVERAGE PERFORMANCE
IS LOWER. HEE-HEE!



IT SHOULD BE EASY
BECAUSE EVERY DIV-
ISION MANAGER
IS ALREADY BEGGING
TO MERGE WITH ME.



I'M READING THE
LEADERSHIP SECRETS
OF THE FAMOUS ROMAN
GENERAL DOGBERTIOUS.



HERE'S A GOOD ONE :
"PUT YOUR FRIENDS
IN PRIVATE OFFICES
AND YOUR WRETCHED
SLAVES IN CUBICLES."



HERE'S ANOTHER :
"DON'T READ THIS
BOOK TO YOUR
WRETCHED SLAVES."





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BY
SCOTT ADAMS



I'M THINKING
ABOUT GETTING
LIPOSUCTION TO
REMOVE MY FAT.



YOUR HEAD
WOULD COLLAPSE.



IT
WOULD?



IF I'M
LUCKY.



HOW DID THE
LIPOSUCTION
GO?

GOOD.

PEOPLE SAY I
LOOK YOUNGER.
AND THANKS TO MY
SELF-DISCIPLINE,
I'LL KEEP OFF THE
WEIGHT.

ONE
MORE.

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DO YOU HAVE A
PRICE SHEET FOR
REMOVING UNNECE-
SARY BODY PARTS?

I WOULDN'T MIND
A FEW DAYS AWAY
FROM WORK, BEING
WAITED ON, WATCHING
TV AND NAPPING.

YOU HAVE AN
INFLAMED
COCCYX?

YEAH, IT'S
GOTTA GO.

WHERE
WERE
YOU
LAST
WEEK?



I HAD MY
COCCYX
REMOVED.



I'M HAVING ALL OF MY
UNNECESSARY BODY
PARTS REMOVED SO
I CAN GET TIME OFF
FROM WORK.



HOW ABOUT THE PART
OF YOUR BRAIN THAT
MAKES YOU CARE ABOUT
OTHERS?



IT'S ON MY
LIST AFTER
TONSILS.



TOMORROW I'LL TELL
THE STOCKHOLDERS
THAT WE EARNED
\$100 MILLION!



WILL YOU TELL THEM
THAT YOU GAVE ALL OF
THEIR PROFITS TO
SENIOR MANAGEMENT
IN THE FORM OF UN-
EXPENSED STOCK
OPTIONS?



WE HAD
TO BE
INCEN-
TIVIZED.

SO YOU
WOULDN'T
TAKE THEIR
FURNITURE,
TOO?



THE SHAREHOLDER
MEETING TURNED UGLY
WHEN I SAID WE USED
ALL THE PROFITS TO
GIVE OURSELVES
STOCK OPTIONS.



THEY DON'T UNDERSTAND
THAT I WOULDN'T WORK
AS HARD IF ALL I GOT
WAS MY MILLION-DOLLAR
BASE SALARY.



I'D BARELY HAVE THE
ENERGY TO SPANK MY
SECRETARY.

TOO MUCH
INFO.





DILBERT®



BY
SCOTT ADAMS

DO YOU WANT TO WATCH WHEN THE NEW EMPLOYEE LOOKS AT HER FIRST PAYCHECK?

OOH-YAI!

WHAT DO WE KNOW ABOUT HER?

SHE'S STRAIGHT OUT OF COLLEGE. ALL OF HER PRIOR JOBS PAID HER IN CASH.

PERFECT.

EAR GUARDS ON.

MY FIRST PAYCHECK!

DEDUCTIONS???
HMMM...HOW BAD COULD IT BE?

WHAT
THE...

NEXT TIME,
NO COFFEE.

EH?

I NEED CLARIFICATION
ON MY ASSIGNMENT.



SHOULD I USE MY OWN
JUDGMENT AND BE
FOREVER DAMNED IF
THINGS GO BADLY?



OR SHOULD I USE YOUR
ADVICE AND INVITE
CERTAIN CALAMITY?



BOTH PLANS
HAVE GOOD
PARTS.



I HIRED A
BUCK-PASSER.



HE'S CHEAPER THAN
A REGULAR EMPLOYEE
BECAUSE HE GETS OTHER
PEOPLE TO DO
HIS WORK.



COULD YOU SHAKE HIS
HAND FOR ME, SPORT?
I DON'T HAVE THAT
KIND OF TIME.



THE BUCK-PASSER

ALICE, THIS TASK
IS RIGHT UP YOUR
ALLEY.



WHY SHOULD I DO
YOUR WORK, YOU
FILTHY BUCK-PASSER?!



BECAUSE
IT'S RIGHT
UP YOUR
ALLEY.



IT'S GONNA
BE RIGHT
UP YOUR
ALLEY.



THE BUCK-PASSER

I HAVE A
DO-IT
FOR YOU...



HERE.

GAAA!!!



THE ONE DAY THAT
I DON'T WEAR MY
TEAR-AWAY SHIRT,
AND THIS HAPPENS!



I SEE A PROBLEM
WITH YOUR PLAN.

OH, DO YOU, MR.
NEGATIVITY?



WHY IS IT THAT YOU'RE
THE O-O-O- ONLY
PERSON IN THIS MEET-
ING TO SEE A PROBLEM?
HUH? HUH?



MY THEORY IS THAT THE
REST OF YOU ARE EITHER
MORONS OR DRUNK.

I AM TOTALLY
SOBER!



IT'S TIME FOR
SOME DRIVE-BY
MANAGEMENT.



DON'T FORGET TO
DO THE THING FOR
WHAT'S-HIS-NAME
OR ELSE WE'RE DEAD.



MUST...OUTRUN
CRIES FOR...
CLARIFICATION.





DILBERT®



BY
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OUR ENTERPRISE SOFTWARE COMES IN TWO FLAVORS.



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THE PREMIUM PACKAGE BOASTS A FRIENDLY USER-INTERFACE.



THE ECONOMY OPTION DOES THE SAME STUFF BUT THE INTERFACE IS DESIGNED TO RUIN YOUR LIFE.



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I CAN TELL BY THE WAY YOU HOLD THE MOUSE THAT YOU'VE NEVER HAD A GIRLFRIEND.



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I'LL SEND ROMANTIC INVITATIONS TO ALL THE PEOPLE ON YOUR E-MAIL ADDRESS LIST.



DON'T WORRY - I'LL USE THE TEXT THAT I FOUND ON A GREAT ADULT WEB SITE.



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WHAT'S THAT I'M
HEARING? IS SOME-
ONE ON THIS CONFER-
ENCE CALL USING THE
RESTROOM?



HAD
TO
ME
TOO
I AM
OOPS
SORRY



NOW TAP THE
SPEAKERPHONE
BUTTON TO 'OFF'
AND BURN THE
RULER.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

GOOD NEWS ABOUT
EMPLOYEE
TURNOVER...



I'M POSTPONING MY
PLAN TO BURY POOR
PERFORMERS IN
SCENTED KITTY
LITTER.



IS IT JUST ME OR
HAS THE QUALITY
OF GOOD NEWS
GONE DOWNHILL?



YOUR P/U
RATIO IS SKY-
ROCKETING
AGAIN.

MY WHAT?



PRODUCTIVITY- TO-
USEFULNESS. IT MEANS
YOU PRODUCE A LOT,
BUT EVERYTHING YOU
PRODUCE IS A MISTAKE
OR A DISTRACTION.



I TOLD
YOU LAST
TIME TO
DO LESS
WORK!

OOOH...
I DID
THAT
BACK-
WARDS.



THE HIGHLY PRODUCTIVE
BUT USELESS GUY

HERE'S A COPY
OF MY WHITE
PAPER.



IT'S A STATISTICAL
ANALYSIS OF THE
CORRELATION BETWEEN
DISK STORAGE AND
EMPLOYEE ABSENTEEISM.



I DON'T KNOW HOW
TO DO STATISTICS BUT
IT DOESN'T MATTER
BECAUSE I DIDN'T
HAVE DATA.



OUR NEW VICE
PRESIDENT OF
ETHICS WILL HELP
YOU DECIDE WHAT'S
RIGHT AND WRONG.



WHEN WE TALK TO
HIM, WHAT CUS-
TOMER'S PROJECT
SHOULD WE CHARGE
FOR OUR TIME?



WHICHEVER ONE
WE HATE THE
MOST.



KUDOS TO TED FOR
HIS SUGGESTION TO
PUT MOTION SENSORS
ON THE LIGHTS IN
THE BREAK ROOM.



HOLD IT! I CALCULATE
THAT THE ENERGY
SAVINGS ARE OFFSET
BY THE LOST PRODUC-
TIVITY OF THIS MEET-
ING.



WE HAVE TO BURN
THE PLAQUE
FOR HEAT JUST TO
BREAK EVEN.





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WHAT? YOU HAVE NO ACCOMPLISHMENTS THIS MONTH???

WHAT DID YOU DO FOR THE PAST THREE MONTHS?

WELL, I SPENT MUCH OF THAT TIME CORRECTING MISCONCEPTIONS THAT YOU GAVE TO OUR CUSTOMERS.

AND I ATTENDED MEETINGS WITH YOU TO KEEP YOU FROM CREATING ADDITIONAL MISCONCEPTIONS.

I SPENT A MONTH WORKING ON AN OBJECTIVE THAT YOU FORGOT TO TELL ME DIDN'T MATTER.

I FLEW TO THE WRONG CITY FOR A MEETING BECAUSE YOU CONFUSED HOUSTON WITH AUSTIN.

AND I UPGRADED YOUR HOME COMPUTER SO YOU WOULDN'T HAVE TO PAY SOMEONE TO DO IT.

ALLOW ME TO PARAPHRASE: BLAH, BLAH, BLAH, YOU DIDN'T ACCOMPLISH ANYTHING.

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WHY DOES A RUNNY
NOSE STOP RUNNING
WHEN YOU FALL
ASLEEP?



THE NOSE FAIRY
SNEAKS IN AT NIGHT
AND PINCHES YOUR
NOSTRILS SHUT.



THIS IS EXACTLY
WHY I DON'T LIKE
KNOWLEDGE.



I'VE NOTICED THAT
ALL OF MY PROBLEMS
ARE CAUSED BY OTHER
PEOPLE.



YET IT SEEMS SO
UNLIKELY THAT OTHER
PEOPLE WOULD CAUSE
ME SO MUCH DIS-
COMFORT WHILE I
NEVER BOTHER ANY-
ONE.



IS IT POSSIBLE THAT
I'M OBLIVIOUS TO MY
EFFECT ON OTHERS?



WELCOME TO DOGBERT'S
SCHOOL FOR THE
SOCIALLY OBLIVIOUS.



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TODAY I'LL PAIR
YOU WITH SOMEONE
WHOSE SOCIAL
DEFECT WILL CANCEL
OUT YOUR OWN.



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GAAAA!!! I KEEP TRYING
TO TALK ABOUT MY KIDS
AND YOU KEEP CHANG-
ING THE TOPIC TO YOUR-
SELF!!



BECAUSE I'M
FASCINATING.

DOGBERT'S SCHOOL FOR
THE SOCIALLY OBLIVIOUS

TODAY I'LL TEACH YOU
TO RECOGNIZE WHEN
YOU'RE BORING.



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THIS IS CALLED A
YAWN. WHEN YOU
SEE ONE, STOP
TALKING ABOUT
YOUR-
SELF.



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BREAKOUT SESSION

AND THEN I
CHIPPED IT
RIGHT ONTO
THE GREEN!

LOOK,
LOOK!



IT'S BEEN A GREAT
THREE-HOUR MEETING
BUT I HAVE ONE
QUESTION.



CAN A BUSINESS-LED
PROJECT MANAGEMENT
PROCESS OPTIMIZE
OUR STRATEGIC CORE
ISSUES?



WAS
THAT
GIBBER-
ISH?

I THOUGHT
THAT'S WHAT
WE WERE
DOING.



YOU'RE STILL
ALIVE?? HOW
CAN THIS BE??

WHAT?



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NOTHING! NEVER
MIND! I DON'T
KNOW ANYTHING
ABOUT A DEADLY
PLOT!



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IT'S HIS OWN FAULT
FOR NOT PAYING ME
ENOUGH TO AFFORD
ENTERTAINMENT.

GOOD
ONE.





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BY

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ACCOUNTING

CAN YOU EXPLAIN
THESE EXPENSE
FIGURES?



IT'S A BASE TEN
COUNTING SYSTEM
WITH A FULL RANGE
OF ODD AND EVEN
DIGITS.



THIS
ISN'T
HELP-
ING.

TASTES LIKE
HP PRINTER
INK...HIGH
GLOSS PAPER,
FOUR HOURS
OLD.



DO YOU MIND IF
I LEAVE EARLY TO
SPEND SOME TIME
WITH MY KIDS?



I NEVER SPENT TIME
WITH MY KIDS AND
THEY TURNED OUT
JUST FINE!



HOW
MANY
DO YOU
HAVE?



THREEISH.



TELL ME AGAIN
WHAT THE ISSUE
IS.



DO YOU WANT THE
SIMPLE BUT MIS-
LEADING EXPLANA-
TION OR THE ONE
YOU WON'T UNDER-
STAND?



EITHER ONE IS GOOD;
I WASN'T PLANNING
ON LISTENING.



I KNOW I KEEP ASKING
YOU THIS BUT COULD
YOU EXPLAIN THE
ISSUE AGAIN?



WELL, SOMETHING THAT
YOU COULD NEVER
COMPREHEND CONFLICTS
WITH SOMETHING THAT
YOU'D NEVER UNDER-
STAND.



OH.



THERE WILL BE NO
VACATIONS UNTIL
THE PROJECT IS
FINISHED.



IT FEELS AS IF I
AM BEING PUNISHED
FOR YOUR INABILITY
TO PROPERLY PLAN
AND STAFF.



I WILL CONTACT MY
800 WEDDING GUESTS
AND TELL THEM THAT
MY ARRANGED MAR-
RIAGE IS CANCELLED.



YOU CANCELLED ALL
VACATIONS BUT I HAVE
NON-REFUNDABLE
PLANE TICKETS TO
TAHITI.



SO I SHOULD BE
AN EXCEPTION TO...
THE...UM...YOU
LOOK SKEPTICAL.



I DON'T THINK
TAHITI WOULD
LET YOU IN.

WHY DOES
EVERYONE
SAY THAT?





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THE NEW SENIOR
VICE PRESIDENT WILL
BE AT MY MEETING.

I HOPE TO IMPRESS
HIM WITH MY LEAD-
ERSHIP SKILLS.

UH-OH. UNDER-
LING ALERT.

I CAN'T BE SEEN
GETTING CHUMMY
WITH AN INTERN.

PLEASE DON'T
TRY TO MAKE
CONVERSATION.
DON'T. DON'T.
DON'T. DON'T.
DON'T.

DID YOU DO ANY-
THING FUN THIS
WEEKEND?

HERE HE
COMES!

GET BACK TO
WORK, YOU SLACK-
ING SLACKER!!!

GOOD MOTIVATING! IF
HE BLOWS HIS NOSE
WITH HIS NECKTIE, YOU'RE MY
NEW VICE PRESIDENT.

I NEED TO BE MAN-
AGING A SEXIER PROJ-
ECT TO BOOST MY
CAREER.



IT ONLY HAS TO
SOUND GOOD AND
NOT FAIL UNTIL I
GET A
BETTER
JOB.



HOW ABOUT A NANO-
TECHNOLOGY STEM
CELL FOR FIGHTING
TERRORISTS?



MY BOSS WANTS ME
TO INVENT NANO-
TECHNOLOGY STEM
CELLS BECAUSE IT
SOUNDS GOOD.



TRY POINTING TO
YOUR EMPTY HAND
AND SAYING, "YOU
CAN'T SEE THEM BUT
THEY'RE ALMOST
DONE!"



THEN TRICK HIM
INTO GIVING YOU
A HIGH-FIVE AND
YELL, "YOU CRUSHED
THEM! AAAGH!!!"



BOTTLENECK BILL

PERHAPS YOU'RE WON-
DERING WHY I HAVEN'T
ANSWERED YOUR
E-MAILS.



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MY PHILOSOPHY IS
THAT ANYTHING
WORTH DOING IS
WORTH DELAYING.



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PLUS YOU
LOOK LIKE
THAT.

LIKE
WHAT?



I NEED YOUR HELP
FORCING BOTTLENECK
BILL TO DO HIS JOB
SO I CAN DO MY JOB.



I'LL BE ALL OVER
THAT...AS SOON
AS I FINISH OTHER
THINGS.



WHAT
OTHER
THINGS?

WELL, FOR
EXAMPLE,
MISCEL-
LANEOUS.



I HAVE UNCONTROL-
LABLE URGES TO SHOW
PEOPLE BETTER WAYS
TO DO THINGS.



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DO YOU THINK THE
REAL ISSUE MIGHT
BE MY INSECURITY?



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WELL, I WOULDN'T
DATE YOU, BUT THAT'S
MOSTLY BECAUSE OF
YOUR LOOKS.



THE NUMBER ONE
COMPLAINT FROM
EMPLOYEES IS
'UNCLEAR OBJEC-
TIVES.'



MY NUMBER ONE
COMPLAINT IS THAT
IT TAKES TOO MUCH
EFFORT FOR ME TO
BE CLEAR.



LET'S
CALL
IT A
TIE.



WHY ARE
THEY SO
SELFISH?



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GO WITH OUR SALES
REP AND ANSWER THE
CUSTOMER'S TECHNICAL
QUESTIONS.

WHOA! YOU CAN'T
GO LOOKING LIKE
THAT.

THIS IS
A NICE
SUIT!

EXACTLY.

A WELL-DRESSED
ENGINEER HAS
NO CREDIBILITY!

I'LL CALL MY
REVERSE MAKEOVER
CONSULTANT.

I'M BOB, THE
STRAIGHT EYE FOR
THE QUEER-LOOKING
GUY.

LET'S SEE...I'LL GIVE
YOU MY CLOTHES...
ADD EAR HAIR...EYE-
BROW EXTENSIONS.

YOU SEEM HIGHLY
CREDIBLE AND I
DON'T KNOW WHY.

GENIUS

DOGBERT CONSULTS

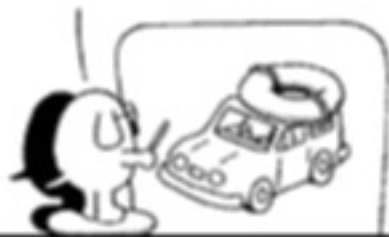
ONCE YOU EMBRACE THE
IDEA THAT YOUR CUS-
TOMERS DESERVE TO
DIE...



...IT FREES YOUR
MIND TO INVENT
SPLENDIDLY PROFIT-
ABLE PRODUCTS.



IT'S CALLED THE
ULTRA-DONUT: FORTY-
THOUSAND CALORIES
AND FILLED WITH SHARP
OBJECTS.



THE GOVERNMENT SAYS
WE HAVE TO PUT WARN-
ING LABELS ON OUR
FORTY-THOUSAND CAL-
ORIE, SHARD-FILLED
DOUGHNUTS PRODUCT.



HOW ABOUT : - WARN-
ING! THIS PRODUCT
WILL KILL YOU BUT
THAT'S OKAY BECAUSE
IT TASTES GREAT!



IT LOOKS LIKE HE
CHOKED ON SOME
SORT OF WARNING
LABEL.



OUR REVENUE IS NOW
DOUBLE THE NUMBER
OF PEOPLE THAT OUR
PRODUCT HAS KILLED...
RECENTLY.



OUR PRODUCT COSTS
\$80. ARE YOU SAYING
THAT EACH ONE KILLS
40 PEOPLE?



OUR CUSTOMERS KNOW
THE HEALTH RISKS, SO
TECHNICALLY THEY'RE
KILLING THEMSELVES.

SO TECHNI-
CALLY WE
AREN'T SCUM?



MY COMPANY IS
SELLING GIGANTIC,
SHARD-FILLED DOUGHNUTS
WITH FORTY THOUSAND
CALORIES APIECE.



IT'S BASED ON
DOGBERT'S THEORY
THAT PEOPLE ARE
PLEASURE-SEEKING
MORONS.



HOW
DOES
IT
TASTE?



DELICIOUS!
I HAVE ONE
FOR YOU
STRAPPED TO
MY CAR



YOU CAN'T RESIST THE
SHARD-FILLED ULTRA-
DOUGHNUTS EVEN THOUGH
YOU KNOW THE
HAZARDS.



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FREE WILL IS AN
ILLUSION. PEOPLE
ALWAYS CHOOSE THE
PERCEIVED PATH OF
GREATEST PLEASURE.



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NOW RATIONALIZE YOUR
DECISION, YOU MIND-
LESS PINK ROBOT!



IS IT IMMORAL FOR
MY COMPANY TO SELL
FORTY-THOUSAND CAL-
ORIE, SHARD-FILLED
DOUGHNUTS?



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YOU'RE NOT FORCING
ANYONE TO EAT THEM;
YOU'RE JUST MAKING
THEM IRRESISTIBLY
DELICIOUS.



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HOW'S
THAT
DIFFER-
ENT?





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CATBERT:
EVIL DIRECTOR OF
HUMAN RESOURCES

EXCELLENT IDEA.

EVIL
H.R.
OGGIST

CELL PHONES WITH
CAMERAS ARE BANNED
FROM THE WORKPLACE.

WHY?

WE DON'T WANT YOU
TAKING PICTURES OF
PROPRIETARY INFOR-
MATION.

MOST OF OUR INFOR-
MATION IS IN DIGITAL
FORM AND CAN BE
E-MAILED ANYWHERE.

THE REST IS ON PAPER
THAT CAN BE COPIED,
SCANNED OR TUCKED
DOWN ONE'S TROUSERS.

MY NEW CELL PHONE
WILL BE RENDERED
USELESS FOR NO GOOD
REASON!

AND YOU AREN'T
EVEN BANNING
REGULAR CAMERAS!!

THIS ONE GOES
IN THE SCRAP-
BOOK.

SNAP

PRODUCT DEVELOPMENT

FIRST WE'LL COVER THE WALLS WITH BRAINSTORM IDEAS.



HOW ABOUT SOMETHING THAT TURNS
BOREDOM INTO
CHOCOLATE CAKE?



I SHOULD HAVE
DONE THIS AFTER
LUNCH.



ROAST
BEEF
MITTENS?

OUR NEW PRODUCT
IS EITHER WILDLY
SUCCESSFUL OR UNDER-
WATER...



DEPENDING ON HOW
YOU WANT TO ALLOCATE
MANAGEMENT OVER-
HEAD EXPENSES.



APPARENTLY YOU
DON'T WANT TO THINK
ABOUT IT AND GET
BACK TO ME.



THE VENDOR WHO
COULDN'T SAY NO

I NEED FIFTEEN UNITS
BY TUESDAY.

YOU GOT IT.



I WANT THEM CUSTOM-
IZED FOR OUR NEEDS,
ASSEMBLED, AND
INSTALLED BY WEDNES-
DAY.

YOU GOT IT!



I'M LOATHING YOU
IN ADVANCE FOR
MAKING PROMISES
YOU WON'T KEEP.

PRELOATHING:
I GET THAT
A LOT.



BLAH, BLAH,
BLAH, BLAH,
BLAH.

I WASN'T LISTEN-
ING. I'LL TRY SOME
OPTIMISM. THAT
WORKS IN EVERY
SITUATION.

I HOPE
WE'LL SEE
RECORD
GROWTH!

IN MY
PROSTATE?

THERE MUST BE MORE
TO MANAGING THAN
GIVING VAGUE DIR-
ECTIONS AND PUNISH-
ING PEOPLE FOR NOT
READING MY MIND.



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BUT I LIKE TO
PLAY WITHIN
MY GAME.



IT'S A
FORM OF
GENIUS.

WAKE ME UP
WHEN SOME
OF THIS IS
ABOUT ME.



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YOUR BIGGEST DEFECT
CONTINUES TO BE
YOUR INABILITY TO
HANDLE CRITICISM.



I CAN'T ARGUE
WITH HIS STUPID
MISPERCEPTION
WITHOUT PROVING
IT TRUE.



AND YOU ARGUE
WITH PEOPLE
WHO ARE MUCH
SMARTER
THAN
YOURSELF.





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BY

SCOTT ADAMS

HERE'S THE TECHNICAL ANALYSIS THAT YOU ASKED FOR.

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I DON'T UNDERSTAND ANY OF IT.

I CAN'T TELL IF IT'S RIGHT OR IF IT WOULD EMBARRASS ME.

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I CAN'T ASK FOR A SECOND OPINION WITHOUT LOOKING STUPID.

AND I CAN'T DISTRIBUTE IT BECAUSE IT MIGHT BE WRONG.

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I'LL PUT IT ON THIS PILE AND HOPE SOMETHING CHANGES.

I WONDER IF IT'S CALLED WHISTLING WHEN ONLY AIR COMES OUT.

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SHOULD I SHRED YOUR PILE OF IN-DECISION?

MAKE IT LOOK LIKE AN ACCIDENT.

WHEN I WAS YOUR
AGE, ASOK, I TOO
SOUGHT THE THRILL
OF VICTORY AND THE
PLEASURES OF THE
FLESH.



BUT AFTER TWENTY
YEARS OF NOT GETTING
EITHER ONE, I MADE
CONVENIENCE MY
NEW MISTRESS.



YOU KNOW WHY I LIKE
TALKING TO YOU?

BECAUSE I AM A
GOOD LISTENER?

NO, BECAUSE
YOU'RE HERE.



MY PROGRESS HAS
BEEN THWARTED BY
A HUGE OBSTACLE.



I.E. EVERYTHING I
NEED TO DO IS
INCONVENIENT.



YOU CAN TAKE MY
SOUL BUT NOT MY
LACK OF ENTHUSIASM.



ALICE, YOU'VE BEEN
ACCUSED OF FORWARD-
ING OFF-COLOR JOKES
BY E-MAIL.



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DO YOU OBJECT TO THE
INCREASE IN MORALE
OR THE NICKEL IT COST
THE COMPANY SO FAR?



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I OBJECT TO MY FACE
BEING PHOTOSHOPPED
TO A COW'S BUTT.

YOU OBJECT
TO ART?



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I UNDERSTAND THAT
YOU FORWARDED AN
OFF-COLOR E-MAIL
TO MANY PEOPLE.



SEVENTY-FIVE
PEOPLE THOUGHT IT
WAS FUNNY BUT ONE
PERSON COMPLAINED.
SO YOU MUST BE
PUNISHED.



WOULDN'T IT MAKE
MORE SENSE TO PUNISH
THE FREAK WHO COM-
PLAINED?

DO I LOOK
SENSIBLE?



CAN YOU TELL ME
WHO COMPLAINED
ABOUT MY OFF-COLOR
E-MAIL JOKE?

NO, NO, NO.

ALL CONVERSA-
TIONS WITH
HUMAN RESOURCES
ARE STRICTLY
CONFIDENTIAL.

WALLY, WALLY,
WALLY, WALLY,
WALLY, WALLY,
WALLY...

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WALLY, DID YOU
COMPLAIN TO HUMAN
RESOURCES ABOUT MY
OFF-COLOR E-MAIL
JOKE?



YES. I WAS PSYCHO-
LOGICALLY DAMAGED
BY YOUR MIRTH. NOW
I'M AN EMPTY SHELL
OF A MAN.



YOU'VE **ALWAYS** BEEN
AN EMPTY SHELL OF
A MAN!!!



THIS IS
MAKING ME
HUNGRY.



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SCOTT ADAMS

WHEN OUR POINTY-HAIRED BOSS ASKS ABOUT YOUR PROJECT, WHAT SHOULD YOU SAY?

I WOULD INFORM HIM ABOUT ANY PROBLEMS.

BIG MISTAKE. IF HE HEARS THAT YOU HAVE A PROBLEM, HE MIGHT TRY TO HELP.

HOW CAN HELP BE BAD?

ASOK. HOW'S YOUR PROJECT?

GOOD, BUT I NEED TO UPGRADE MY DISK DRIVE TO STORE ALL OF THE IMAGE DATA.

FORGET THAT. JUST E-MAIL PIECES OF THE DATABASE TO EMPLOYEES WHO HAVE EXTRA DISK SPACE.

PLEASE PULL ON THIS UNTIL I LOSE CONSCIOUSNESS.

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OUR MAIN PRODUCT
IS COMING OFF
PATENT.



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PROFITS WILL PLUNGE
AND SO WILL MY
BONUS. IT'S NOT
FAIR.



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CALL ME SHALLOW,
BUT I ENJOY GETTING
PAID FOR OTHER
PEOPLE'S INVENTIONS.



SHALLOW!



MEET WITH OUR
HUGE RETAIL DISTRIBUTOR,
WALGETCO,
AND FIND OUT WHAT
THEY WANT NOW.



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SAY YES, NO MATTER
HOW UNREASONABLE
THEY ARE, BECAUSE
WE NEED THEM MORE
THAN THEY NEED US.



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...SPECIAL PACKAGING,
RFID TAGS, AND GRIND
YOUR BONES TO MAKE
STORE BRAND FOOT
POWDER.



SIXTY-PERCENT OF
OUR DISTRIBUTION
GOES THROUGH
WALGETCO.



FOR ALL PRACTICAL
PURPOSES, THEY NOW
OWN US, EXCEPT FOR
THE LEGAL LIABILITIES.



THEY'D LIKE US TO
WEAR ORANGE VESTS
AND BOW TOWARD
THEIR HEADQUARTERS.

BUT NO
TOUCHING?



EVERY TIME WE CUT
COSTS, OUR DISTRIB-
UTOR, WALGETCO, TAKES
THE GAIN BY DEMANDING
LOWER PRICES.



THANK YOU FOR
SHOPPING AT
WALGETCO! HAVE
A NICE DAY!



MAYBE
IT'S
TOO
LATE.



TROLL
ACCESSOR-
IES ARE ON
AISLE SIX!

I NEED TO BECOME
IRREPLACEABLE SO
I CAN'T BE FIRED
FOR MY BEHAVIOR.



I'LL GAIN THE
TRUST OF OUR
BIGGEST CUSTOMER
SO THEY'LL ONLY
DEAL WITH ME.



I PROBABLY SHOULDN'T
SAY THIS, BUT EVERY-
ONE IN MY COMPANY
EXCEPT ME IS AN
ESCAPED FELON.



WALLY, DID YOU TELL
OUR BIGGEST CUSTOMER
THAT EVERYONE HERE
EXCEPT YOU IS AN
ESCAPED FELON?

MAYBE.



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NOW I CAN'T FIRE
YOU BECAUSE THEY
DON'T TRUST ANYONE
ELSE.



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THE KEY LEARNING
HERE IS THAT
ALLEGED CRIME
DOESN'T PAY.



I'VE NEVER
BEEN
CAUGHT!





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TRY WORKING
AROUND THE
PROBLEM.



THANK YOU FOR THAT
VALUABLE ADVICE. I
HAD PLANNED TO STARE
AT MY SCREEN UNTIL I
STARVED TO DEATH.



GATHER
DATA
BEFORE
MAKING A
DECISION.



GAAA!!!
I'VE BEEN
BLINDED
BY THE
OBVIOUS!



IT'S TEMPORARY BLIND-
NESS CAUSED BY YOUR
BOSS'S FLASHES OF THE
OBVIOUS.



LET DOGBERT GUIDE
YOU FOR A FEW DAYS.
AND HERE'S A PRE-
SCRIPTION TO MAKE
YOU DOPEY.



NOW?

WHATEVER.



YOUR BLINDING
FLASHES OF THE
OBVIOUS MADE ME
SIGHTLESS FOR
THREE DAYS.



I HOPE YOU DIDN'T
DRIVE YOUR CAR.
YOU'RE NOT SUPPOSED
TO DO THAT WHEN
YOU'RE BLIND.



GAAA!!!

I'M UP-
SETTING
YOU.



LET ME EXPLAIN
WHAT VIDEO
COMPRESSION
IS...



WOULD YOU STOP
IF I POINTED OUT
THAT EVERYONE IN
THIS ROOM EXCEPT
YOU IS AN ELECTRICAL
ENGINEER?



ZEROS ARE ROUND AND
FAT COMPARED TO
ONES...

I'M BEGGING
YOU...



I'VE DECIDED TO BE-
COME INDISPENSIBLE
TO THE COMPANY.



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INDISPENSIBLE
EMPLOYEES CAN GET
AWAY WITH OUTRA-
GEOUSLY ANNOYING
BEHAVIOR.



YOU'RE
ALREADY
PRETTY
ANNOYING.



I'VE BEEN
READING
UP ON
CRUSHED
ICE
CHOMPING.



REMEMBER :
KNOWLEDGE
IS POWER.



SO NEVER TELL PEOPLE
ANYTHING BECAUSE
THEY MIGHT USE IT
TO CRUSH
YOU.



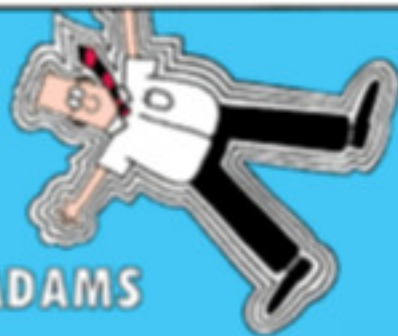
DO YOU
UNDER-
STAND?

I'M NOT
SAYING.





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BY

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JOB INTERVIEW

WHAT'S YOUR
BIGGEST WEAK-
NESS.

I'M A CUBICLE
VAMPIRE..

I WANDER THE
CUBICLES IN SEARCH
OF HAPPY COWORKERS.

THEN I
POUNCE !!!

THEN YOU
SUCK THEIR
BLOOD?

THAT WAS
THE OLD
WAY.

I TALK ABOUT WORK-
RELATED ISSUES UNTIL
THE LIFE IS DRAINED
FROM THEIR BODIES.

I'M GOING TO
TRUST MY GUT
INSTINCT ON THIS.

YOU'RE
HIRED.

HAVE YOU MET THE
NEW HIRE YET?

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I DON'T KNOW WHO
YOU ARE, BUT I
DON'T LIKE ALL OF
THE QUESTIONS
YOU'RE ASKING.



I'M GOING TO RAM
MY FIST DOWN YOUR
THROAT. GRAB YOUR
PANTS AND TURN
YOU INSIDE OUT.



EAT
DEATH,
STRANGER!

I SEE
YOU'VE
MET OUR
STOCK
ANALYST.



I DIDN'T LIKE THE
WAY HE WAS LOOKING
AT ME.

THIS ISN'T
GOOD.

HE WAS THE ONLY
STOCK ANALYST WHO
HAD A "BUY" RECOM-
MENDATION ON OUR
COMPANY.

I THINK
WE'RE A
"HOLD"
NOW.

WHERE WILL
WE FIND
ANOTHER ONE
WITH SO
MUCH CON-
FLICT OF
INTEREST??!

I'LL RECOMMEND
YOUR STOCK TO THE
PUBLIC, BUT FIRST
I NEED SOME CONFLICTS
OF INTEREST TO MAKE
IT WORTHWHILE.



FOR EXAMPLE, I'LL
NEED TO GET YOUR
INVESTMENT BANK-
ING BUSINESS.

OKAY.



AND YOU NEED TO
MERGE WITH MY OTHER
CLIENT THAT MAKES
POISON WAFFLES.

OKAY.



TV STOCK ANALYST

DO YOU OWN STOCK
IN THE COMPANY
YOU RECOMMENDED?



NO. I USED MY
BLACKBERRY TO DUMP
MY SHARES AS SOON
AS THEY SPIKED FROM
MY RECOMMENDATION.



THIS
IS
VERY
WRONG.

NOW I'M
USING THE
PROFIT TO
BUY A HELI-
COPTER.



YOUR COUSIN LAUREN
JUST GOT HER DEGREE
IN ENGLISH. CAN
YOU GIVE HER SOME
CAREER ADVICE?



WOULD YOU ENJOY
SCRATCHING OUT A
MEAGER LIVING IN
A FRUSTRATING WORK
ENVIRONMENT?



I'VE NEVER
THOUGHT
ABOUT IT.

OBVIOUSLY.



CLICK "SUBMIT" TO
POST YOUR RESUME
ON THE JOBS WEB SITE.



NOW SIT BACK AND
ENJOY THE MISGUIDED
OPTIMISM THAT SOME-
DAY A HUMAN BEING
WILL SEE IT.



BE SURE TO TELL YOUR
PARENTS THAT YOU
LOOKED FOR A JOB
TODAY.





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BY
SCOTT ADAMS

I HAVE A JOB
INTERVIEW.
WISH ME LUCK.

NO.

IF YOU GET EXTRA
LUCK THEN THERE
MIGHT BE LESS
AVAILABLE FOR ME.

I DON'T THINK
IT WORKS THAT
WAY.

I CAN'T
TAKE THAT
CHANCE.

TELL ME, DILBERT.
WHO WOULD YOU
CONSIDER YOUR
HERO?

ALBERT
EINSTEIN.

THAT
SHOULD
BE SAFE.

OH, REALLY? HE WAS
AN OUTSPOKEN
CRITIC OF WAR. WE
DESIGN MISSILE
GUIDANCE SYSTEMS.

HOW ABOUT
JEFFREY
DAHMER?

NO?

I WON THE
LOTTERY!

I WASN'T GETTING
ANY RESPONSES TO
MY ONLINE RESUME
UNTIL I INSERTED
SOME KEY
WORDS.



I SAID I'M STRANGELY
ATTRACTED TO OLDER,
CHUBBY, MARRIED
MEN WITH COFFEE-
STAINED TEETH.



THAT IS
WRONG ON
SO MANY
LEVELS.

EXPLAIN
THAT TO
MY SIX
THOUSAND
JOB
OFFERS.



TRY TO GET THROUGH
THIS MEETING WITHOUT
TELLING OUR CUSTOMERS
HOW STUPID YOU THINK
THEY'RE BEING.



I'LL
TRY.

BUT SOMETIMES THE
PRESSURE BUILDS UP
IN MY HEAD AND IT'S
UNBEARABLE.

TOUGH IT
OUT.



IS
HE
OKAY?

HE'S FINE.
IGNORE
HIM.



I AM CONCERNED
BECAUSE MY OBJEC-
TIVES ARE VAGUE
AND UNMEASURABLE.



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AS A RESULT, I AM
NOT INSPIRED TO
ACHIEVE MY FULL
POTENTIAL...AND...
UM...

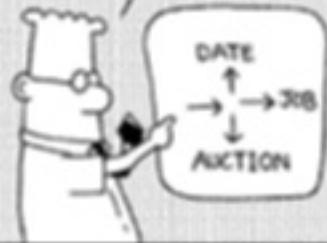


DID I JUST SAY I'M
DOING A BAD JOB
AND ASK YOU TO
PUNISH ME?



THAT'S WHAT
I HEARD.

I COMBINED AN ONLINE
DATING SERVICE WITH
AN ONLINE JOB SITE
AND AN AUCTION SITE.



YOU TELL THE SYSTEM
EVERYTHING ABOUT
YOURSELF AND SEE IF
ANYONE WANTS ANY
OF IT.



"I WOULDN'T DATE
YOU OR HIRE YOU,
BUT I'LL BID A
DOLLAR FOR YOUR
REFRIGERATOR."



MARKETING NEEDS
VOLUNTEERS FOR A
STUDY ABOUT HOW
OUR ADS STIMULATE
PEOPLE'S BRAINS.



WHO AMONG US
WOULD LIKE TO
GET A CAT SCAN?



OKAY, SERIOUSLY,
WHO DIDN'T SEE
THIS COMING?



DILBERT, DO YOU
HAVE THE BENCH-
MARK RESULTS?



DO YOU WANT THE
TEN-MINUTE EXPLANA-
TION OF WHY THE
DATA ARE USELESS, OR
A SIMPLE "HERE YOU
GO" ?



I'M
IN
SALES.

HERE
YOU
GO.





DILBERT[®]



BY

SCOTT ADAMS

CAN YOU CHECK MY SPREADSHEET FOR ACCURACY?



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IT'S AN IMPENETRABLE JUMBLE OF POORLY ORGANIZED DATA WITH CRYPTIC LABELS.



I ONLY NEED YOU TO CHECK IT FOR ACCURACY.



I DON'T THINK ACCURACY MATTERS IF NO ONE CAN TELL WHAT IT'S FOR.



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SHEESH! LET ME EXPLAIN THIS SIMPLE DOCUMENT!



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THIS COLUMN IS THE RATIO OF PRODUCT RETURNS TO GROSS REVENUE EXCLUDING SALES TAXES, ANNUALIZED.



IT'S CLEARLY LABELED "ROPRATGRESTA."

WHAT ABOUT THE OTHER 80 COLUMNS?



WHAT THE #%%!?

AND DILBERT FOUND NO INACCURACIES.



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WALLY, DID YOU
REVIEW THE SPREAD-
SHEET THAT I E-MAILED?

I DIDN'T WANT
TO BE INCON-
VENIENCED.



MY PHILOSOPHY IS
THAT ANYTHING
WORTH DOING IS
TOO HARD.



A CHARACTER FLAW
ISN'T A PHILOSOPHY.

I LIKE TO
COMBINE
THINGS.



YOU'LL WANT OUR NEW
SERVER SOFTWARE AFTER
YOUR REORGANIZATION.

REORGANIZATION?



NEXT WEEK YOU'RE
HAVING MASSIVE
LAYOFFS AND ELIMI-
NATING THREE
DIVISIONS.



YOUR "I HAVEN'T HEARD
ANYTHING" FACE NEEDS
WORK.



HOW COULD YOU TELL
A VENDOR ABOUT OUR
REORGANIZATION
BEFORE YOU TELL YOUR
OWN STAFF?!!



COME INTO MY
OFFICE AND WE
CAN DISCUSS IT.



GAAAA!!!
IT'S A
TRICK!



WHY WOULD MY BOSS
TELL A VENDOR OUR
STRATEGY AND NOT
TELL ME?



IT'S PROBABLY A
COMBINATION OF YOUR
LACK OF IMPORTANCE
AND YOUR TOTAL
INSIGNIFICANCE.



DO YOU HAVE
ANY MORE
QUESTIONS LIKE
THAT ONE?



THIS DEPARTMENT
HAS NOTHING TO
FEAR ABOUT THE
REORGANIZATON
BUT FEAR ITSELF.



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DON'T THINK
ABOUT IT...
DON'T THINK
ABOUT IT.



OKAY, I'M PRETTY SURE
THAT THAT DOESN'T
MEAN ANYTHING.



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CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

DON'T WORRY ABOUT
BEING DOWNSIZED
AFTER THE REORGA-
NIZATION.



DOWNSIZED EMPLOYEES
WILL GET MY FREE DVD
THAT TEACHES YOU HOW
TO LIVE OFF
THE LAND.



THE KEY TO SUCCESSFUL
SHOPLIFTING IS
RUNNING VERY FAST.





DILBERT®



BY
SCOTT ADAMS

THE WEEKLY WALLY REPORT IS BRISTLING WITH TALES OF SUCCESS.

I GAVE WORTHLESS INPUT TO MARKETING BECAUSE THEY WEREN'T SPECIFIC ABOUT WHAT THEY WANTED.

I MISSED ALICE'S PROJECT MEETING BECAUSE SHE NEVER CONFIRMED THE LOCATION.

I GAVE HARMFUL ADVICE TO THE SALES TEAM BECAUSE THEY RUSHED ME.

I IGNORED MY E-MAIL FOR A WEEK BECAUSE YOU SAID TO FOCUS ON PRIORITIES.

AND I DIDN'T SUBMIT MY BUDGET ESTIMATES BECAUSE ASOK NEVER TOLD ME WHAT FORMAT TO USE.

HOW CAN YOU CALL ANY OF THAT SUCCESS ??!!

WELL, I'D COMPARE IT TO MY WRITTEN OBJECTIVES, BUT YOU NEVER GAVE ME ANY.

CAROL, I'M MAKING YOU
OUR NEW DIRECTOR OF
FIRST IMPRESSIONS
PRO TEM!



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MY YEARS OF HARD
WORK HAVE FINALLY
PAID OFF! I'M A
DIRECTOR!



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WHY IS
MY OFFICE
IN THE
LOBBY?



CAN YOU
DIRECT ME
TO THE
NEAREST
GROWLER?



I MIGHT APPEAR TO
BE A RECEPTIONIST,
BUT I'M ACTUALLY THE
DIRECTOR OF FIRST
IMPRESSIONS.



I MIGHT APPEAR TO
BE A SALESMAN OF
PRINTER CARTRIDGES,
BUT I'M REALLY THE
CEO OF HP.



CARLY?



YOU LOOK
LIKE A
57.



I MIGHT APPEAR TO
BE A RECEPTIONIST,
BUT I'M NOT.



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BELIEVE ME, I KNOW
THAT. COMPANIES
GENERALLY PUT
ATTRACTIVE PEOPLE
IN THOSE POSITIONS.



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I DON'T
LIKE WHERE
THIS IS
HEADING.



I'LL WAIT
UNTIL SHE
GETS BACK.
YUM-YUM.



I'M STARTING TO
THINK THAT THE
DIRECTOR OF
FIRST IMPRESSIONS
IS...



GAAA!!! I'M
A RECEPTIONIST!!



BEAT
IT, YOU
WALRUS!

MAYBE I'LL
JUST SEND
AN E-MAIL.



OUR NEW STRATEGY
IS TO SELL FEWER
UNITS AT HIGHER
MARGINS.



QUESTION: HOW'S
THAT DIFFERENT FROM
SAYING OUR SALES
STINK, SO WE'RE
CUTTING COSTS?



I CALL IT
A STRATEGY
SO YOU WON'T
LOSE HOPE.



IT'S
WORKING
GREAT.

OUR DIFFERENTIATING
VALUE-ADDED STRATEGY
IS TRANSFORMATIONAL
CHANGE.



HOW WAS THAT?
DOES ANYONE
FEEL DIFFERENT?



MY URGE TO HURL HAS
INCREASED A LITTLE
BIT.

THAT'S WHAT
CHANGE FEELS
LIKE.





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BY
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I ASKED THE I.T. DEPARTMENT TO UPGRADE MY COMPUTER.

THEY'RE COMING HERE??!

WE MUST HIDE OUR NON-STANDARD EQUIPMENT!

UH-OH.

SO-O-O... THIS DEN OF NON-STANDARDIZATION MUST BE YOUR CUBICLE.

THIS NON-STANDARD PRINTER IS COMING WITH ME. AND I DON'T REMEMBER THAT MONITOR ON OUR LIST.

I MUST CLEANSER YOUR CUBICLE OF NON-CONFORMANCE SO THE HEALING CAN BEGIN.

SURELY MY UPGRADED COMPUTER WILL ARRIVE SOON.

MONTHS LATER

ABACUS?

PLEASE SHUT UP.

I'M CREATING SOFTWARE THAT WILL HELP SMALL INVESTORS PICK STOCKS.



IT COMBINES PAST TRENDS THAT ARE NOT INDICATIVE OF THE FUTURE WITH THE USER'S HUBRIS AND IGNORANCE.



NOW ALL I NEED ARE TESTIMONIALS FROM PEOPLE WHOSE RESULTS ARE NOT TYPICAL!



SO IT WORKS?

MY STOCK-PICKING
SOFTWARE NEEDS
MORE FEATURES.



I THINK I'LL ADD
A MODULE THAT CLAIMS
TO MAKE HAIR GROW
ON BALD GUYS. I'LL
FIRST TEST IT
ON A RAT.



I FEEL A
NEW ONE
ON MY
BUTTOCKS!

THAT'S ALL
THE PROOF
I NEED.



DO YOU EVER FEEL
GUILTY FOR SCAMMING
INNOCENT PEOPLE OUT
OF THEIR MONEY?



I ONLY SCAM THE
PEOPLE WHO WOULD
DO THE SAME THING
TO ME IF THEY WERE
SMARTER.



SO YOU USE
ARROGANCE
TO CANCEL
GUILT?

IT'S A GOOD
SYSTEM.



I MUST MARK MY
TERRITORY BY
INSISTING ON A
CHANGE TO THE
PROTOTYPE.

GIVE IT
A WIRE-
LESS
INTERNET
OPTION.

IT ALREADY
HAS ONE.

WHAT
DOESN'T
IT HAVE?

AN IDIOT
DESIGNING
IT.

I DID A STATISTICAL ANALYSIS AND FOUND NO CORRELATION BETWEEN MY EFFORTS AND MY REWARDS.



I FELT ADrift IN A SEA OF RANDOMNESS, DESPERATE AND ABSURD, DEVOID OF PURPOSE, LOST.



AND THEN I GOT PAID AND I PURCHASED SOME UNNECESSARY MERCHANDISE AND NOW I FEEL FINE.



MY COMPUTER IS
TOO SLOW. I NEED
TO UPGRADE IT.



I NEED A COST-
BENEFIT ANALYSIS
INCLUDING THE COST
OF ALL ALTERNATIVES,
AND VICE PRESIDENT
APPROVAL.



IT WAS EASIER TO GET
A SECOND JOB AND PAY
FOR THE UPGRADE
MYSELF.





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BY
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CERTIFIED MASSAGE
THERAPIST

FILL OUT THIS LENGTHY
MEDICAL QUESTION-
NAIRE.

THAT'LL SAVE ME
A FEW MINUTES
OF TOUCHING HIM.

I WONDER IF HE'D
KNOW IF I ONLY
USED ONE HAND.

ACTUALLY, HOW
WOULD HE EVEN
KNOW IF IT'S A
HAND?

MAYBE I HAVE AN
OBJECT IN HERE
THAT FEELS LIKE
A HAND.

THIS BALLPOINT
PEN WILL WORK.

I'M FINDING SOME
TENSION HERE.

OKAY, IT'S
GONE NOW.

SHE SAYS I SHOULD
COME BACK EVERY WEEK
UNTIL MY MUSCLES
STOP CLICKING.

SOUNDS LIKE
YOU FOUND A
PEN PAL.

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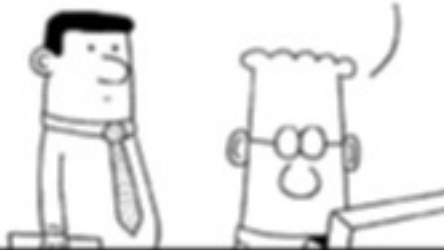
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HEY, DILBERT, CAN
YOU UPDATE THE
YIELD NUMBERS FOR
OUR DISCONTINUED
CHIPS?



WELL, IF I HAVE
TO CHOOSE BETWEEN
BEING RUDE AND
DOING SOMETHING
USELESS...



CONSIDER
MY CRAZY
GLARE.

I GUESS
I'LL START
BEING
USELESS.



I'D LIKE TO PROMOTE YOU, BUT THE LOWEST SALARY BAND FOR THE NEXT LEVEL IS 20% HIGHER THAN YOUR CURRENT PAY.



RAISES ARE CAPPED AT 5%, SO THERE'S NO WAY TO GIVE YOU THE PROMOTION.



SO I PLAN TO HIRE SOMEONE FROM THE OUTSIDE THAT YOU CAN TRAIN TO BE YOUR SUPERVISOR.



TINA, THIS IS YOUR
NEW SUPERVISOR,
NELSON. YOU'LL BE
TRAINING HIM TO
BE YOUR BOSS.



THERE WON'T BE ANY
BONUSES THIS YEAR
BECAUSE I GAVE IT ALL
TO NELSON. HE'S A
MAN, SO HE NEEDS TO
SUPPORT A FAMILY.



UM...CIVIL UNION
AND ADOPTION,
RIGHT?



TINA TRAINS HER BOSS

YOU'LL FIND ME IN
THIS CHAIR, DOING
REAL WORK.



YOUR JOB, AS I UNDER-
STAND IT, IS TO MAKE
UNINFORMED DECISIONS
AND ACT LIKE A SOCIO-
PATHIC EGOMANIAC.



YOU'LL
USUALLY
STAND
LIKE
THIS.

I ALSO
LIKE TO
FIDGET AND
HARRUMPH.



I PLAN TO OPEN AN
ART GALLERY WITH
A FULL BAR.



I'LL SPECIALIZE IN
PUTRID ART THAT'S
UNREASONABLY
PRICED.



SYNERGY

THASH SHO
BEE-OO-TIFUL!!!



DOGBERT'S ART BAR

THAT PAINTING IS
DREADFUL. IT LOOKS
AS IF A RAT CREATED
IT.



LUCKY GUESS. I'LL
ASK YOU AGAIN AT
MIDNIGHT.



LATER THAT NIGHT

AH WAN SHIX
OF OSE AN SHUM
BAR NUTS!!!





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ALICE, I HEAR THAT
YOUR PROJECT IS
STRESSFUL.



SOMETIMES IT HELPS
IF YOU ASK YOURSELF:
WHAT'S THE WORST
THING THAT COULD
HAPPEN?



HOW'D THE
PEP TALK
GO?



ALICE, WHAT'S THE
STATUS OF YOUR
PROJECT?



THE ASTONISHING
INCOMPETENCE OF
OTHERS CAUSED ME
TO JUMP THROUGH A
WINDOW AND LAND IN
A DUMPSTER.



SO
THEN,
NO
ISSUES?



GAAA!!! THIS WRITER
MISUSED THE TECH-
NICAL TERM "DONGLE."
THAT IDIOT!



I'M E-MAILING THIS
LOSER TO TELL HIM
I PLAN TO BOYCOTT
THE NEWSPAPER!



**DIE,
LOSER,
DIE!!!**



I'LL
COME
BACK
LATER.



I JUST FIRED OFF A
SCATHING LETTER TO
A COLUMNIST FOR MIS-
USING THE WORD
"DONGLE."



I'M INTOXICATED WITH
THE FEELING OF VERBAL
SUPERIORITY. MY SAD
LIFE HAS MEANING. I
FEEL ALIVE!



THE COLUMNIST

DEAR NUTBAG,
THANKS FOR THE INPUT.
HERE'S A LINK TO A
DICTIONARY. I AWAIT
YOUR APOLOGY.



HEY, I GOT A RESPONSE
FROM THE NEWSPAPER
COLUMNIST I REAMED
FOR MISUSING THE
WORD "DONGLE."



- DEAR NUTBAG...LINK
TO A DICTIONARY... -
UM...OOPS...IT
APPEARS THAT I WAS
WRONG.



NOW
DO YOU
APOLO-
GIZE?

PLAN B: I
ACCUSE HIM
OF HATING
MINORITIES.



WE'LL BUILD YOUR
SOFTWARE WITH
ALL THE FEATURES
YOU WANT PLUS A
FEW EXTRAS.



OR MAYBE YOU'LL START
LATE AND CLAIM THERE'S
NO WAY TO DO EVERY-
THING BY THE DEADLINE.



THEN YOU'LL SAY THAT
THE UNFINISHED
FEATURES AREN'T
IMPORTANT AND YOU'RE
LOSING MONEY ON
THE DEAL.





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EATING AT YOUR
DESK IS LIKE
STEALING FROM
THE COMPANY,
ALICE.



I'M WORKING
THROUGH MY LUNCH
HOUR, YOU FURRY
LOG.



FURRY
LOG?



IT'S A TERM
OF ENDEAR-
MENT.



ALICE, DID YOU CALL
THE DIRECTOR OF
HUMAN RESOURCES
A "FURRY LOG"?



YES



I CAN'T TELL IF YOU'RE
PROMOTING TEAMWORK
WITH A CUTE NICKNAME
OR CREATING A HOSTILE
ENVIRONMENT.



WHICH
IS IT?



IT'S TEAM-
WORK, YOU
SQUIRREL-
INFESTED
STUMP.



THIS AWARD GOES
TO ASOK FOR HIS
HARD WORK ON...
WHATEVER.



MY DEDICATION HAS
BEEN REWARDED! THIS
IS THE HAPPIEST
MOMENT OF MY LIFE!



WOW! IT'S LUCKY THAT
I GOT A NEW CHAIR
ON THE SAME DAY THAT
MINE WAS STOLEN.



I KEEP GETTING
BAD SERVICE AT
STORES.

DO WHAT
I DO.



I SAY I'M THE CEO
OF THEIR COMPANY
AND THEN I FIRE
THEM ALL.



YOU DON'T
LOOK LIKE
A CEO.

TOO
SEXY?



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I MIGHT CHANGE MY
DEPARTMENT'S NAME.



TO "WORKPLACE
SERVICES." BU-WHA-
HA-HA-HA!!!



WHEN THINGS DON'T
SOUND EVIL ENOUGH
ON THEIR OWN, I LIKE
TO TOSS IN A BU-WHA-
HA-HA-HA.



OUR NEW VP OF
MARKETING HAS
TWENTY YEARS OF
EXPERIENCE IN AN
UNRELATED INDUSTRY.



BUT HE ASSURED
ME THAT TECHNOLOGY
IS THE SAME AS
SHAMPOO.



I PREDICT
SMOOTH
SAILING.

TECHNOL-
OGY? I
THOUGHT
YOU SAID
ASTROLOGY.





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CAROL, I WANT TO BE CERTAIN THAT EVERYTHING IS PERFECT FOR THE CEO'S VISIT.

CHECK THE DOUGHNUTS TO MAKE SURE THAT THEY'RE FRESH AND DELICIOUS.

LATER

MMM... THIS ONE IS OKAY.

HOW CAN I BE SURE THIS ISN'T THE ONE GOOD DOUGHNUT IN THE BATCH.

I'LL HAVE TO TASTE EVERY ONE OF THEM.

CAROL!!!

DON'T PANIC. I CAN FIX THIS.

THIS IS ODD: MOST OF MY DOUGHNUT IS DELICIOUS, BUT ONE PART TASTES LIKE GUM.

CAN YOU WORK
WELL WITHOUT
SUPERVISION?



NO. I NEED CON-
TINUOUS SUPER-
VISION TO KEEP ME
FROM STEALIN' AND
HARASSIN'.



I THINK
WE'RE
DONE
HERE.



DO YOU
MIND IF
I SHOW
MYSELF
OUT?



CAN YOU WORK
WELL WITHOUT
SUPERVISION?



YES! I THRIVE ON
VAGUE OBJECTIVES
AND A COMPLETE LACK
OF RECOGNITION FOR
MY CONTRIBUTION!



CAN
YOU
HANDLE
CRITICISM?

I'M NOT
TOO PROUD
TO SAY IT
EXCITES
ME!



PEOPLE THINK I'M
WORTHLESS, BUT IN
FACT I'M A SUBJECT-
MATTER EXPERT IN A
VERY
NARROW
FIELD.



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IT'S SO NARROW
THAT IT REQUIRES
NO KNOWLEDGE
WHATSOEVER.



WHAT
FIELD
IS IT?

THERE'S
NO WAY
TO KNOW
FOR SURE.



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I NEED A BLACKBERRY
SO I CAN BE IN E-MAIL
CONTACT AT ALL TIMES.



I'LL BE ABLE TO DO
WORK ALL DAY AND
ALL NIGHT. MY
PRODUCTIVITY WILL
SOAR!



TRUST ME;
IT DOESN'T
LOOK GOOD.



I'M ADDICTED
TO E-MAIL. MY
ENDORPHINS
SPIKE WHEN I
GET A MESSAGE.



WHEN THERE ARE
NO MESSAGES,
LONELINESS AND
DESPAIR OVERCOME
ME.



HAVE
YOU
TRIED
SENDING
E-MAIL
TO YOUR-
SELF?

WE DON'T
TALK ABOUT
THAT.



BOB, I BOUGHT YOU
A BLACKBERRY SO
I CAN SEND YOU
E-MAIL DAY OR
NIGHT.



WOW!

THANK YOU! I
ALWAYS WANTED
ONE OF THESE!



DE-E-ELICIOUS.





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FBI. WE NEED
TO TALK TO YOU.



WE'VE TRACED THE
SOURCE OF ALL INTER-
NET SPAM TO YOUR
HOUSE.

ALL OF IT?



...THE REVOLUTIONARY
NEW PILL THAT TURNS
YOUR BODY FAT INTO
ROLEX WATCHES!



FBI. WE HAVE REASON
TO BELIEVE THAT YOU'RE
THE SOURCE OF ALL
INTERNET SPAM.



I'M THE DIRECTOR OF
THE FBI, AND YOU'RE
BOTH FIRED.



I'D HEARD THAT HE
LIKES TO DRESS UP
AS OTHER MAMMALS.



I'M COLLECTING
MONEY FOR TED'S
BABY SHOWER.



MY TAXES ALREADY
SUBSIDIZE HIS OTHER
BRATS. I'M TAKING
A REFUND.



I JUST
PUT THAT
FIVE IN
THERE!

I CAN'T BE
RESPONSIBLE
FOR YOUR
POOR FISCAL
PLANNING.



THE LAST ELECTION
WAS INCREDIBLY CLOSE.
THAT'S WHY IT'S SO
IMPORTANT TO VOTE.



SMART, WELL-INFORMED
PEOPLE WERE EVENLY
DIVIDED. THEREFORE,
LOGICALLY, THAT PROVES
THAT INTELLIGENCE IS
NOT A FACTOR. SO
VOTING IS ABSURD.



THEN YOU
HAVE NO
RIGHT TO
COMPLAIN
ABOUT THE
RESULT.

I'M
PRETTY
SURE I
DO.



I'M GOING TO
WORK FOR THE
CABLE COMPANY.

WHY?

I ENJOY GIVING
PEOPLE ABUSIVE
SERVICE WINDOWS.

OH.

WELL, IF YOU CAN'T BE
HOME FROM MARCH TO
OCTOBER, THEN SAY
GOODBYE TO REGIS AND
KELLY!

DOGBERT WORKS FOR
THE CABLE COMPANY

IF YOUR PICTURE IS
FUZZY THEN GET NEW
GLASSES.



IF MY GLASSES ARE
THE PROBLEM, WHY
DOES THE COUCH LOOK
PERFECTLY CLEAR?



GOOD QUESTION.
PLEASE HOLD WHILE
I TRANSFER YOU
TO COUCH TECH
SUPPORT.





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LET'S HAVE A PRE-MEETING BEFORE YOUR MEETING WITH OUR VICE PRESIDENT.

DON'T MENTION ANY PROBLEMS BECAUSE HE MIGHT TRY TO FIX THEM.

DON'T SAY ANYTHING ABOUT BUDGETS OR DEADLINES BECAUSE HE MIGHT REDUCE THEM.

LEAVE OUT THE TECHNICAL STUFF BECAUSE IT WILL ONLY CONFUSE HIM.

THAT LEAVES ME NOTHING TO TALK ABOUT.

PERFECT!

HELLO... AND IN SUMMARY, ARE THERE ANY QUESTIONS?

WOW! THAT'S THE FIRST PRESENTATION THAT HASN'T MADE ME FEEL NAUSEATED OR DIZZY! GREAT JOB!

WHY DOES SUCCESS MAKE ME HATE HUMANITY?

THEY DESERVE IT.

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DID I LEAVE MY
CHAPSTICK IN HERE?
OOH, THERE IT IS.



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TASTES
DIFFERENT.



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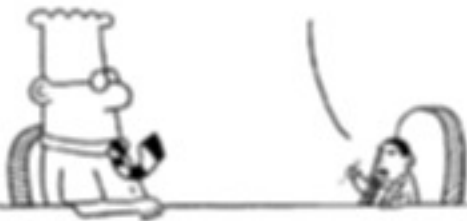
I LOST A GOOD
GLUE STICK, BUT
I GAINED A FEW
HOURS OF QUIET.



I HAVE TO DO A
CREDIT CHECK ON YOUR
COMPANY BEFORE WE
DO ANY WORK. IT'S
OUR POLICY.



I RESENT THAT! JUST
BECAUSE I'M A SMALL
BUSINESSMAN, THAT
DOESN'T MEAN I'M A
DEADBEAT!



I DIDN'T
MEAN TO
IMPLY...

DO YOU
KNOW IF
THE PARK-
ING GARAGE
ACCEPTS
ACORNS?



THE ONLY WAY TO MEET
OUR SALES TARGET IS
BY SELLING TO CUSTOM-
ERS WHO HAVE BAD
CREDIT.



THAT'S OKAY. WE'LL GET
OUR BONUSES BEFORE
ANYONE REALIZES THAT
THE ACCOUNTS RECEIV-
ABLES ARE WORTHLESS.



THE KEY TO GETTING
BONUSES IS ACTING
SURPRISED LATER.



TODAY I GOT A BONUS
FOR SELLING STUFF
TO A CUSTOMER WHO
PROBABLY CAN'T PAY.



DOES YOUR
SODA TASTE
ANY LESS
DELICIOUS?

NO.



CONGRATULATIONS;
YOU'RE A SOCIOPATH.

IT FEELS
KINDA GOOD.



HE DOESN'T RESPECT
MY WORK. I CAN
TELL BY THE WAY
HE'S SITTING.



TWO CAN PLAY THIS
GAME. I WILL HATE
YOU WITH THE FURY
OF A THOUSAND SUNS!



DIE!
DIE!
DIE!



RATS. I SAT
DOWN WRONG
AND GAVE
MYSELF A
WEDGIE.



I THINK WE SHOULD
TALK AND TRY TO
WORK OUT OUR
PROBLEM.

WHAT
PROBLEM?

I'M REFERRING TO YOUR
UTTER DISRESPECT FOR
ME.

I DON'T
DISRESPECT
YOU.

NOT
EVEN
SLIGHT-
LY?

WAIT. I FEEL
A LITTLE BIT
COMING ON
RIGHT NOW.



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YOUR PROJECT DEAD-
LINE IS NEXT MONTH,
AND I CAN'T IMAGINE
YOU FINISHING ON
TIME.

SO I DINGED YOU
ON YOUR ANNUAL
PERFORMANCE
REVIEW.

BUT... I WILL
FINISH ON TIME.
I ALWAYS FINISH
ON TIME.

WELL, LET'S
AGREE TO
DISAGREE.

WHAT?!!

YOU'RE BASING MY
RAISE ON WHAT YOU
IMAGINE I WON'T DO
IN THE FUTURE!

RELAX. IF YOU DO
FINISH THE PROJECT
ON TIME, I'LL FACTOR
IT INTO YOUR NEXT
ANNUAL REVIEW.

WELL... OKAY. I
GUESS IT ALL
AVERAGES OUT.

ONE YEAR LATER

REMEMBER
THE PROJ-
ECT THAT I
FINISHED
LAST YEAR?

NO. BUT THE NEW
ONE LOOKS
LIKE IT
WILL BE
LATE.

WALLY, I WANT YOU
TO ATTEND A MEETING
FOR ME...IT'S IN
ELBONIA.



FIRST, YOU'LL NEED
TO TAKE A CLASS ON
THEIR CULTURE SO
YOU WON'T ACCIDEN-
TALLY OFFEND THEM.

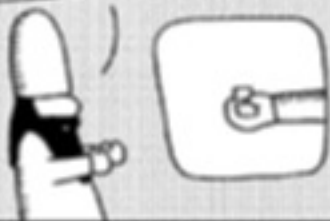


THIS GESTURE EITHER
MEANS 'HELLO' OR
'I'D LIKE TO SEE YOUR
MITTENS ON MY BED-
ROOM FLOOR, BABY.'



ELBONIAN CULTURE
CLASS

WHEN AN ELBONIAN
BUSINESSMAN GIVES
YOU HIS CARD...



CRUMPLE IT UP AND
PUT IT IN YOUR
MOUTH. CHEW IT
SLOWLY THEN SPIT
IT TOWARD HIS
FOREHEAD.



THIS LEADS ME TO MY
NEXT TOPIC: DUELING
WITH YAK BONES.



ELBONIA HAS NO
LANDING STRIPS,
SO YOU'LL HAVE TO
JUMP OUT OF THE
PLANE.



TRY TO FLAP YOUR
ARMS AND AIM FOR
A PLUMP ELBONIAN
TO CUSHION YOUR
FALL.



AIRPLANE.

DANG





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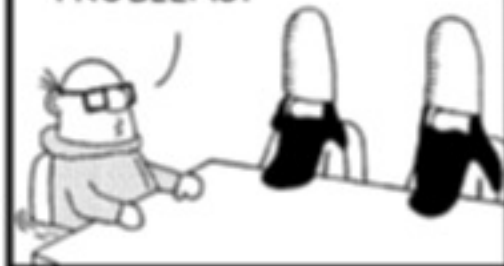


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IN ELBONIA

I'M FROM AMERICA
AND I'M HERE TO FIX
ALL OF YOUR
PROBLEMS.



YOUR ARROGANCE IS
OFFENSIVE. WE WILL
FORM AN ARMED
RESISTANCE AND FIGHT
YOU TO THE END OF
TIME!



UM...
WHY?

IT'S JUST
SOMETHING
WE DO.



MY BUSINESS TRIP
TO ELBONIA WAS
A BIG SUCCESS.



IF ANYONE TELLS YOU
THAT I CAUSED A CIVIL
WAR THAT PLUNGED
THEIR SOCIETY INTO
DARKNESS, IT'S A
LIE.



DID
YOU
LOOT
ME ANY-
THING?

I DIDN'T
KNOW YOUR
SIZE.





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WALLY, I WANT YOU
TO GO HELP ALICE ON
HER PROJECT.



HAVE YOU TRIED
WORKING HARDER?
SOMETIMES THAT
WORKS.



I HOPE SHE
DOESN'T BECOME
DEPENDENT ON
MY HELP.



WALLY, I ASKED YOU
TO HELP ALICE ON
HER PROJECT BUT ALL
YOU DID WAS TELL HER
TO WORK HARDER.



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YOU CAN'T JUST
TELL SOMEONE TO
WORK HARDER AND
EXPECT IT TO
HAPPEN!



AREN'T
YOU
DOING
THAT
RIGHT
NOW?



SHUT UP
AND GO
WORK
HARDER.



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WE'RE HAVING A
PROBLEM WITH
RATS IN THE
OFFICE.



YOU MIGHT WANT TO
UPGRADE YOUR LEVEL
OF HYGIENE FROM
"RAT BAIT" TO
"UNWASHED."



I THINK I JUST
FELT MY FIRST
TINGLE OF JOB
SATISFACTION!



HAVE YOU EVER
NOTICED THAT THE
THINGS THAT DON'T
KILL YOU MAKE YOU
WEAKER?



AND GREAT MINDS
DON'T THINK ALIKE.
IF THEY DID, THE
PATENT OFFICE WOULD
ONLY HAVE ABOUT
FIFTY INVENTIONS.



I STARTED GETTING
SUSPICIOUS WHEN I
CRIED OVER SPILT
MILK AND THE CASHIER
TOOK IT OFF MY BILL.



OUR COMPANY WILL
BE RELOCATING TO
A HIGH-CRIME AREA
FOR TAX REASONS.



OUR CEO SAYS, "DON'T
WORRY ABOUT YOUR
SAFETY BECAUSE YOUR
LIMO CAN PULL RIGHT
INTO THE UNDERGROUND
PARKING GARAGE."



THEN HE ADDED,
"OR CHAIN YOUR
BICYCLE TO A WINO.
WHATEVER."



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DON'T WORRY THAT
THE COMPANY IS
MOVING TO A HIGH-
CRIME AREA.



MY EXPERTS ASSURE
ME THAT YOU'LL HAVE
A 90% CHANCE OF
SURVIVAL EVERY TIME
YOU WALK OUTSIDE.



THAT ESTIMATE DEPENDS
ON THE ASSUMPTION
THAT THE GANG MEMBERS
BECOME EXHAUSTED
FROM BEATING YOU UP.





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WE NEED MORE STAFF
FOR PROJECT CARIBOU.

CARIBOU? IS
THAT THE NEW
CHIP?

NO. YOU'RE THINKING
OF PROJECT CARIBBEAN.

CARIBOU IS LIKE
PROJECT MUSKRAT
BUT WITH A LOWER
P.R.O.R.C.

P.R.O.R.C?

PROJECTED RETURN
ON RESEARCH CAP-
ITAL.

IS MUSKRAT THE
ENTERPRISE SOFT-
WARE PROJECT?

UM...NO...THAT
WOULD BE PROJECT
MEERKAT.

CANCEL PROJECT MUSK OX.
MOVE THE STAFF OVER TO
PROJECT ZEBRA. DELAY
PANDA AND SQUIRREL
AND GIVE ME A STATUS
REPORT ON PROBOSCIS
MONKEY.

WE DON'T
HAVE ANY
PROJECTS
WITH THOSE
NAMES.

HOW'S
THAT MY
FAULT?

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5-13-03

I HATE WALKING
TO WORK IN THIS
HIGH-CRIME AREA.



TAKE THIS,
YOU FIDUCIARY
MISCONDUCTING



THAT
WAS
OUR
C.F.O.



I KNOW.



SENIOR MANAGEMENT
HAS DECIDED TO MOVE
OUR OFFICE OUT OF
THIS HIGH-CRIME
AREA.



BECAUSE EVERY ONE OF
THEM WAS BEATEN UP
IN FRONT OF THE
BUILDING BY A GUY
WITH PYRAMID-SHAPED
HAIR.



POLICE RELEASED THIS
SKETCH. THE GUY LIKES
TO YELL SOMETHING
ABOUT A "FIST OF
DEATH."



ASOK, YOUR POINTY-
HAired BOSS WANTS
YOU TO SET UP A CON-
FERENCE CALL WITH
ALL THE DIVISION
MANAGERS.



UM...WOULDN'T
THAT BE HIS
SECRETARY'S JOB?

AND AREN'T
YOU HIS
SECRETARY?



HEY, I KNOW. WHY
DON'T YOU TRY TO
GET AN APPOINT-
MENT WITH HIM SO
YOU CAN ASK THAT
QUESTION?



HELLO, THIS IS ASOK
THE INTERN. I AM
TRYING TO SET UP A
CONFERENCE CALL
WITH YOUR BOSS
AND 15 OTHER PEOPLE.



COULD YOU
TELL ME ALL
OF THE TIMES
HE IS AVAIL-
ABLE IN THE
NEXT SIX
MONTHS?

ONLY
AUGUST
SIXTH
BETWEEN
8:35 AND
8:40.



SO FAR,
SO GOOD.



THE CONFERENCE
CALL WAS A HUGE
SUCCESS.



THREE OUT OF 15
PEOPLE WERE AVAIL-
ABLE AND ONLY ONE
OF THEM FORGOT
TO CALL IN.



SO IT
WAS A
PHONE
CALL
BETWEEN
TWO
PEOPLE?



IT WOULD
HAVE BEEN
IF THEY
HADN'T
USED THE
MUTE
BUTTONS.



ALICE, I NEED YOUR
FORECAST AND I NEED
IT RIGHT NOW.

I PREDICT THAT
SOMEDAY YOU'LL
WEAR YOUR PANTS
SO HIGH THAT YOU'LL
CHOKE YOURSELF TO
DEATH WITH YOUR
BELT.

AND THE
TOWNS-
PEOPLE
WILL ERECT
A STATUE
TO HONOR
THE BELT.

STUPID
TOWNS-
PEOPLE.



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TED, I DON'T
KNOW HOW
TO SAY THIS.



WE NEED TO LEAN UP
THE PROCESS IMPROVE-
MENT PROCESS SO I
HAVE TO SMARTSIZE
ONE RESOURCE.



WOW. USUALLY IT'S
JUST A FIGURE OF
SPEECH WHEN PEOPLE
SAY, 'I DON'T KNOW
HOW TO SAY THIS.'



FROM NOW ON, ALL OF MY ARGUMENTS WILL BE BASED ON DEFINITIONS THAT ARE NOT IN ANY DICTIONARY.

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FOR EXAMPLE, I COULD ARGUE THAT YOU'RE A FASCIST BECAUSE YOU'RE WEARING PAJAMAS.

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I'M ONLY WEARING THE TOP.

MAN, I WISH I DIDN'T KNOW THAT.

AND SO
THAT'S
WHY...

EXCUSE ME.
YOU'RE NOT
ENTITLED
TO YOUR
OPINION.

I COPYRIGHTED ALL
OF THE STUPIDEST
OPINIONS IN THE
UNIVERSE SO THEY
CAN NEVER AGAIN
BE UTTERED.

HEY! I JUST REALIZED
THAT I NO LONGER
NEED TO DRINK!

HOW CAN YOU THINK
THAT THE SOFTWARE
INTEGRATION PROJECT
IS A WASTE OF TIME??!

I DON'T.

BUT IF HISTORY IS
MY GUIDE, YOU WILL
ABUSE THE NEXT HOUR
OF MY LIFE BY INSIST-
ING THAT I DEFEND
YOUR MISUNDERSTAND-
ING OF WHAT I THINK.

SO WHY DO YOU
THINK IT'S A
WASTE OF
TIME?

DO YOU MIND
IF I WORK
WHILE YOU
HALLUCINATE?

I'M THE VICTIM
OF AN UGLY RUMOR
AT WORK.



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ARE YOU SAYING THAT
THE RUMOR IS UGLY
OR THAT THE RUMOR
IS THAT **YOU'RE** UGLY?



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I'M SAYING THE
RUMOR ITSELF
IS UGLY.



WELL, THEN
I HAVE MORE
BAD NEWS
FOR YOU.



WHAT'S THIS I HEAR
ABOUT YOU HATING
THE SOFTWARE INTE-
GRATION PROJECT?



I DON'T HATE IT. I
SIMPLY MENTIONED
BOTH THE PROS AND
THE CONS. PEOPLE
ARE SO CONDITIONED
TO TAKE SIDES THAT
A BALANCED ANALYSIS
LOOKS TO THEM LIKE
HATRED.



HOW
CAN
YOU
HATE
IT SO
MUCH??!!

THIS IS
ONE OF
THOSE DAYS
WHEN IT'S
HARD TO BE
ME.





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CAROL, THE NEW
MANAGER HASN'T
HIRED AN ADMIN,
SO I SAID HE COULD
SHARE YOU.

WHAT?!!

I'M DROWNING IN
WORK, AND YOU
WANT TO DOUBLE
MY LOAD????!!!

IT'S NO BIG
DEAL. JUST
PRIORITIZE
YOUR WORK.

AND I
NEED
YOU TO
FAX
THIS.

NO CAN
DO.

MY TOP PRIORITY
IS GETTING THE NEW
GUY ALL SET UP.

HMM...I GUESS
THAT'S FAIR.

I'LL SEND
HIM OVER.

I CAN'T ORDER YOUR
BUSINESS CARDS; I
NEED TO DO A HUGE
FAXING PROJECT!

HEE HEE!
MARMADUKE
IS SITTING
ON SOMETHING
AGAIN!

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9-11-04

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ALL OF YOUR PROBLEMS
ARE CAUSED BY EMO-
TIONALLY UNSTABLE
COWORKERS.



TRY PRESCRIBING
MEDS FROM THE
INTERNET TO FIX
THEIR DEFECTS.



OKAY. THAT ONE WAS
THE WRONG CHOICE.
LET'S TRY SOMETHING
ELSE.



WALLY, I'VE
NOTICED THAT
YOU SEEM
BLOATED AND
LETHARGIC.



I PRESCRIBE THESE
PILLS. THEY COME
HIGHLY RECOMMEND-
ED.



I KNOW THEY'RE
SAFE BECAUSE I
BOUGHT THEM ON
THE INTERNET.



KARL, YOU'RE A
HABITUAL LIAR BUT
THESE PILLS THAT I
ORDERED OVER THE
INTERNET WILL CURE
YOU.



I'VE NEVER LIED IN
MY LIFE, BUT I CAN'T
RESIST FREE
STUFF.



UM...
ARE YOU
ALIVE?



NEVER
FELT
BETTER!



THE HABITUAL LIAR

I THOUGHT
YOU DIED.

NO, I
FEEL
GREAT!



I'M SURE YOU'RE DEAD.
YOUR HEAD IS A SKULL.

I CUT BACK
ON CARBS.



YOUR HEAD ISN'T EVEN
ATTACHED TO YOUR
BODY.

I TAKE
YOGA.



HABITUAL LIAR

ARE YOU STICKING
WITH YOUR STORY
THAT YOU'RE STILL
ALIVE?

I FEEL
TERRIFIC!



I'M RUNNING A
MARATHON LATER
TODAY.

LOW
PRICED
CREMATIONS
WHILE YOU
WAIT!



I'M A GENIE IN A
BOTTLE! MAKE A WISH!

GAAA!!!



THE CREMATED
HABITUAL LIAR

I'M LEARNING
TO SALSA DANCE
IN HERE.

YOU ARE NOT
SALSA DANCING!
YOU HAVE NO
BODY

TELL THAT
TO MY DANCE
INSTRUCTOR.

FOCUS!



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THIS IS A PROTOTYPE OF THE PRODUCT I'VE BEEN DEVELOPING FOR THE PAST YEAR.



I MODIFIED A PAIR OF STANDARD NOISE-CANCELLATION HEADPHONES TO RECOGNIZE STUPIDITY AND BLOCK IT BEFORE IT REACHES YOUR EARS.



PUT THESE ON AND YOU'LL ENJOY THE TOTAL BLISS THAT COMES FROM AVOIDING THE CHATTER OF IDIOTS.



DO THEY WORK?



WHAT?



I SAID, DO THEY WORK?!!



DOES ANYONE HAVE ANY QUESTIONS?



THOSE ARE ORDINARY HEADPHONES. AREN'T THEY?

IF YOU ACT LIKE YOU CAN'T HEAR, THEY'RE A PROTOTYPE.



I NEED A NICK-
NAME TO CREATE
THE ILLUSION OF
COMPETENCE.



I WAS THINKING
ALONG THE LINES
OF "THE WIZARD"
OR "INFO-GURU."



I'VE NEVER WANTED
TO PUNCH YOU MORE
THAN AT THIS VERY
MOMENT.



FROM NOW ON, MY
NICKNAME WILL BE
"THE WIZARD." IT
SPEAKS TO MY GURU
STATUS.



I THINK I'LL CALL
YOU "THE LIZARD."
IT SPEAKS TO YOUR
SMALL BRAIN AND
LACK OF AMBITION.



PLEASE
DON'T.



LET'S SEE
WHICH ONE
CATCHES ON
QUICKER.



WE NEED A NEW
MARKETING CAM-
PAIGN BUT WE HAVE
NO BUDGET FOR IT
WHATSOEVER.



WHO AMONG US IS
BRAVE ENOUGH TO
LEAD SUCH A BOLD
AND RISKY PROJECT?



OKAY, YOU'RE
DOING THE
WORST JOB OF
HIDING UNDER
THE TABLE.



DOGBERT'S TECH SUPPORT

PLEASE FILL OUT THE
ONLINE CUSTOMER
SATISFACTION SURVEY.



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UM...BUT YOU
HAVEN'T EVEN
TRIED TO HELP
ME YET.



I LIKE TO BASE
MY HELP ON HOW
HAPPY YOU EXPECT
TO BE.



I HAND-PICKED YOU
TWO FOR MY TEAM
BECAUSE WE HAVE NO
BUDGET.



WALLY, YOUR LAZINESS
HELPS YOU ACCOMPLISH
THE MOST WORK WITH
THE LEAST EFFORT.
YVONNE, YOUR HOTNESS
GIVES YOU THE POWER
TO MAKE MEN DO WHAT
YOU WANT FOR
NOTHING.



SO, THEN YVONNE CON-
VINCED ME TO DO HER
WORK AND WALLY WENT
ON DISABILITY LEAVE.

BUT OTHER-
WISE, A GOOD
MEETING?



I MIGHT HAVE NO
BUDGET AND NO STAFF
TO HELP ME ON MY
PROJECT, BUT THAT
DOESN'T MATTER.



BECAUSE
ALL I NEED
ARE MY
WITS AND
MY COM-
PUTER.



MY COM-
PUTER IS
TOO SLOW.
I'M TAKING
YOURS.



MY WITS
AND...THIS
PENCIL.



HEY,
ISN'T
THAT MY
PENCIL?



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BY
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HERE ARE YOUR
REGULAR GOALS AND
HERE ARE YOUR
STRETCH GOALS.



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WHAT'S THE
DIFFERENCE?



THE REGULAR GOALS
CAN BE ACHIEVED BY
SACRIFICING YOUR
HEALTH AND YOUR
PERSONAL LIFE.



THE STRETCH GOALS
REQUIRE ALL OF THAT
PLUS SOME SORT OF
CRIMINAL CONDUCT.



I'M GUESSING THAT
YOUR BOSS GAVE YOU
THE REGULAR GOALS,
AND YOU CAME UP WITH
THE STRETCH GOALS ON
YOUR OWN.



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THAT WAY, WHEN I
ACHIEVE THE REGULAR
GOALS, YOU'LL GET
A RAISE BUT I'LL GET
NONE BECAUSE I
MISSED THE STRETCH
GOALS.



THEN YOU'LL GET A
BONUS FOR KEEPING
SALARIES BELOW
BUDGET.



MAYBE WE SHOULD
TALK ABOUT THE
ULTRA-STRETCHY
GOALS LATER.



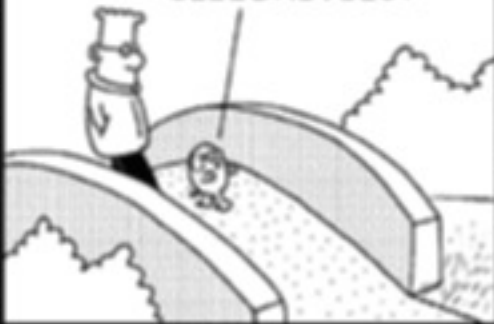
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HOW CAN I CREATE A
MARKETING CAMPAIGN
IF MY BOSS DOESN'T
GIVE ME ANY
RESOURCES?



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TRY GIVING FREE
SAMPLES TO PEOPLE
WHO LOOK LIKE
CELEBRITIES.



AND
YOU
WOULD
BE?

DONALD
TRUMP.
GIVE ME
SOME FREE
STUFF.



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MY MARKETING PLAN INVOLVED GIVING FREE SAMPLES OF OUR CRUDDY PRODUCT TO CELEBRITY LOOKALIKES.



THE FACT THAT IT WORKED CAUSED A STEEP DECLINE IN MY RESPECT FOR THE INTELLIGENCE OF PEOPLE.



IN CONCLUSION, THERE'S A FINE LINE BETWEEN MARKETING AND HATING.



ALICE, YOU ARE
LOOKING AT THE
NEWEST MEMBER
OF "THE WORLD'S
GREATEST INTERNS."



THAT'S A SCAM TO
CONVINCE GULLIBLE
INTERNS TO BUY
OVERPRICED WALL
PLAQUES.



I'LL BE DISPLAY-
ING YOU LESS
PROMINENTLY
THAN WE HAD
DISCUSSED.



OUR MARKETING PLAN
WAS TO FIND A SPORTS
STADIUM TO BRAND
WITH OUR COMPANY'S
NAME.



THE HARD PART WAS
FINDING A TEAM SO
JUICED UP THAT OUR
REPUTATION SEEMED
GOOD IN COMPARISON.



HOW DO YOU FEEL
ABOUT THE NEW
STADIUM
NAME?

RAGE. SAME
AS ALWAYS.



CAROL, I DECIDED
TO TAKE THE ENTIRE
STAFF OUT TO A FIVE-
STAR RESTAURANT
FOR LUNCH.



THE FOOD IS SO GOOD
THAT IT'S ALMOST
INTOXICATING. WHEN
PAIRED WITH THE RIGHT
WINE, THE EXPERIENCE
IS A ONCE-IN-A-LIFE-
TIME SENSATION.



WHILE WE'RE GONE,
YOU'LL NEED TO
ANSWER EVERYONE'S
PHONE.



THE POLICE SAY
I'M THE VICTIM
OF IDENTITY
THEFT.



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NOW I AM DOOMED
TO WANDER THE
EARTH WITHOUT
KNOWING WHO
I AM.



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THAT WOULD
MEAN YOU'RE
WEARING A
STRANGER'S
UNDERPANTS.



GAAA!!



DILBERT®

BY
SCOTT ADAMS



INTRODUCING
LOOPY
THE WOMAN WHO
COULDN'T END A STORY



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DID I TELL YOU ABOUT
MY VACATION?



WE LEARNED ABOUT
COCONUTS.

I'M
TRAPPED.



COCONUTS ARE ROUND
AND HAIRY, AND
THEY GROW ON TREES.

MUST
ESCAPE.



COCONUT TREES ARE
FOUND IN MANY
COUNTRIES.

MUST USE MY
EJECTOR SEAT.



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FOOMP!

HA HA!



THEY'RE
BROWN.

GAAA!!!
SHE HAS A
PURSUIT
CHAIR!!!



I TOOK LOTS
OF PICTURES.

MUST... AIM
FOR TRAFFIC.



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OUR VENDOR'S REP
SAYS THEY CAN'T
DELIVER THE PARTS
FOR THREE MONTHS.



THAT JUST MEANS
HE PROMISED THE
PARTS TO SOME OTHER
CUSTOMER WHO DID
A BETTER
JOB OF
THREATEN-
ING HIM.



HOW ABOUT
IF I SAY
WE'LL NEVER
BUY FROM
YOU AGAIN?



I'D SAY
YOU'RE
NOT EX-
ACTLY
BUYING
FROM US
NOW.



ALL YOU
DID THIS
QUARTER IS
DESIGN *ONE*
MICROCHIP.



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IN COMPARISON, I
FOUND THE TIME TO
ATTEND *DOZENS* OF
MEETINGS.



NOW DO
YOU SEE
WHAT IT
TAKES
TO BE A
MANAGER?



SADLY,
YES.

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YOU'RE HEALTHY
BUT I HAVE TO
GIVE YOU A
PRESCRIPTION
FOR TOXIKILL.



THE DRUG COMPANY'S
REP IS TOTALLY HOT
AND SHE SAID SHE'D
TAKE ME TO LUNCH IF
I SELL ENOUGH OF
THIS STUFF.



WILL
THERE
BE ANY
SIDE
EFFECTS?



DEPENDS
ON WHAT
I EAT.



DON'T FEEL BAD IF
YOU ONLY GOT A 3%
RAISE; I ONLY GOT
2% MYSELF.



CAN WE FEEL BAD
THAT 2% OF YOUR
PAY IS BIGGER THAN
3% OF OUR PAY?



DON'T GET ALL
MATHY ON ME.



HELLO. MY
CRASHINBOX™
COMPUTER KEEPS
FREEZING UP.



THERE ARE 25 POSSI-
BLE FIXES BUT THEY
MUST BE TRIED IN
EVERY POSSIBLE
COMBINATION.



THAT'S 625 THINGS
I'D HAVE TO TRY
WITH NO
GUARANTEE
THAT ANY
OF IT WILL
WORK.

SO YOU'RE
SAYING
YOU'RE
LAZY?



WHILE YOU'RE HERE, BE
A DEAR AND RUN SOME
CAT-5 TO MY WALK-IN
CLOSET SO I CAN WATCH
MY SHOWS WHEN I'M
IN THERE.



I'VE NOTICED THAT YOU
ONLY INVITE ME OVER
WHEN YOU NEED A CABLE
PULLED.



I DON'T
WANT TO
PUT A BUG
IN YOUR
SALAD, BUT
I WILL.

I'M GLAD
WE HAD
THIS TALK.





DILBERT[®]



BY

SCOTT ADAMS

MY ACCOMPLISHMENT
THIS MONTH WAS
OPENING A FILE THAT
SOMEONE E-MAILED.

THAT TOOK
AN ENTIRE
MONTH?

IT WASN'T THAT
EASY. I DIDN'T
HAVE THE RIGHT
SOFTWARE TO
OPEN THE FILE.

I TRIED TO DOWN-
LOAD THE VIEWER
FROM THE INTERNET
BUT THE WEB SITE
DIDN'T SUPPORT MY
BROWSER.

AND I COULDN'T
UPGRADE MY BROWSER
UNTIL I UPGRADED MY
OPERATING SYSTEM!

THAT REQUIRED ME
TO UPGRADE ALL OF
MY APPLICATIONS
SOFTWARE, TOO.

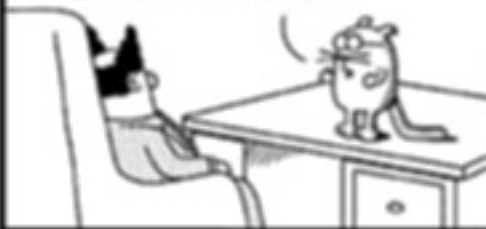
MY HARD DISK GOT
MAXED OUT, SO I
HAD TO UPGRADE MY
COMPUTER AND
TRANSFER ALL OF
THE FILES.

SO, THEN
YOU GOT
TO VIEW
THE FILE?

YEAH...
IT WAS A
FUNNY ONE
ABOUT A
CAT.

CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

DON'T RATE ANY
EMPLOYEES "EXCELLENT"
BECAUSE THEN THEY'D
EXPECT RAISES.



DON'T GIVE ANY BAD
RATINGS EITHER
BECAUSE IT WOULD
REFLECT POORLY ON
YOUR ABILITY TO
HIRE AND MOTIVATE
PEOPLE.



HOW WILL I MAKE
THE USELESS PEOPLE
FEEL BAD IF I'M
RATING THEM
"GOOD"?

TRY USING
THIS SCOWL.



WALLY, I'M RATING
YOU "GOOD" BUT
NOT BECAUSE YOU
ARE.



COMPANY POLICY SAYS
I HAVE TO FIRE ANYONE
RATED LOWER THAN
GOOD, AND THE HIRING
FREEZE MEANS IT WOULD
SHRINK MY EMPIRE.



SO YOU CAN GET PAID
FOR DOING NOTHING
AS LONG AS
YOU DON'T
KILL ANY-
ONE.

I CAN'T
PROMISE
THAT.



ASOK, I DECIDED TO
GIVE YOU A SLIGHT
PROMOTION!

GASPI
A SLIGHT
PROMOTION!

THE PAY WILL BE THE
SAME BUT YOU CAN MAKE
YOUR CUBICLE SLIGHTLY
LARGER BY SHAVING
THE RAGGED FABRIC
ON THE INSIDE WALLS.

YOUR NEW TITLE IS
SPELLED JUST LIKE THE
OLD ONE BUT IT'S
PRONOUNCED TOTALLY
DIFFERENTLY.



OH NO. IT'S A
TECHNICAL GLITCH
THAT I DON'T KNOW
HOW TO FIX.



GAA! NOW I MUST
HUMBLE MYSELF TO
SOME CONDESCEND-
ING ENGINEER AND
ASK FOR HELP!



AND
HOW
DID I
TEACH
YOU TO
ASK?

I'M SORRY
THAT I SPENT
MY COLLEGE
YEARS DRINK-
ING BEER AND
STUDYING
ENGLISH
LITERATURE.

JUST DISABLE THE
LOCAL CACHE MODE TO
FIX THE MAPI SETTINGS,
AND DELETE THE DUPLI-
CATE MESSAGING SUB-
SYSTEM REGISTRY KEY.



WHAT IF
I DON'T
UNDERSTAND
ANYTHING
YOU SAID
RIGHT THEN?

GOOD
GRIEF!
I CAN'T
MAKE IT
ANY
SIMPLER!



GAAA!!!

IT'S FUNNY
BECAUSE IT'S
CRUEL.



ONCE AGAIN YOU
HAVE FAILED TO
MOTIVATE ME.



I DON'T WANT TO
BECOME LIKE MY
COWORKERS, ALWAYS
PLOTTING WAYS TO
SABOTAGE YOUR
CAREER.



NOW WOULD BE A
GOOD TIME FOR YOU
TO SAY SOMETHING
INSPIRATIONAL.





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BY
SCOTT ADAMS

I'VE RECEIVED SOME COMPLAINTS THAT YOU'VE BEEN BADGERING MANAGERS.

HMM...
BADGERING,
YOU SAY.

LET ME SEE IF I
UNDERSTAND THIS
'BADGERING' CONCEPT.

LET'S SAY THAT I
NEED A MANAGER'S
DECISION ON A
CRITICAL ISSUE...

AND THE MANAGER IN
QUESTION IGNORES MY
E-MAILS AND PHONE
CALLS...

SHOULDN'T I INSIST
THAT THIS MANAGER
DO THE JOB FOR WHICH
HE IS OVERPAID?!!!

HUH? SHOULDN'T I?
WHAT DO YOU SAY?
HUH? HUH? HOW
ABOUT IT? HUH?

I'LL SAY I
TALKED TO
HER.

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DILBERT, WE'RE LOW
ON SPACE. YOU'LL
HAVE TO SHARE YOUR
CUBICLE.



THIS IS OUTRAGEOUS!
I WILL FIGHT THIS
ALL THE WAY TO THE
BOARD OF DIRECTORS!



HOLA.
MY NAME
IS LOLA.

BUT THEN I
REMEMBERED
THE IMPOR-
TANCE OF
TEAMWORK.



I HOPE YOU DON'T
MIND THAT I'LL BE
SHARING YOUR CUBICLE.

UMM...I DON'T
MIND.



THERE'S ONLY ONE
CHAIR. DO YOU MIND
IF I SIT ON YOUR LAP?

UMM...I DON'T
MIND.



I CAN'T
IMAGINE
HOW THIS
COULD BE
BETTER.

WHICH ONE
OF THE
STAR TREK
SERIES DID
YOU LIKE
BEST?



SHOULD I DATE
A COWORKER?



YOU SHOULD DATE
ANYTHING THAT HAS
A PULSE, BAD JUDGE-
MENT AND NO RE-
STRAINING ORDERS
AGAINST YOU.



BUT SHE
HAS TO
BE HOT.

SETTLE
FOR "STILL
WARM."



IT'S TOO BAD THAT
WE SHARE A CUBICLE.
OTHERWISE I'D DATE
YOU.



IF IT DIDN'T WORK
OUT, WE'D HAVE TO
SEE EACH OTHER EVERY
DAY.



...ALWAYS REMINDED
OF OUR INCREDIBLE
TIME TOGETHER.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

AS PART OF MY ONGOING
CAMPAIGN AGAINST
EMPLOYEE HAPPINESS...



EMPLOYEES ARE NOT
ALLOWED TO DATE
EACH OTHER.



NOW YOU'RE
FORBIDDEN
FRUIT...
YUMMY.

STAY BACK.
RULE-
BREAKER.



A CUBICLE VACANCY
OPENED UP, SO I'LL BE
MOVING OUT OF HERE.



MY ATTORNEY WILL
CONTACT YOU ABOUT
DIVIDING UP OUR
WORKSPACE PROPERTY.

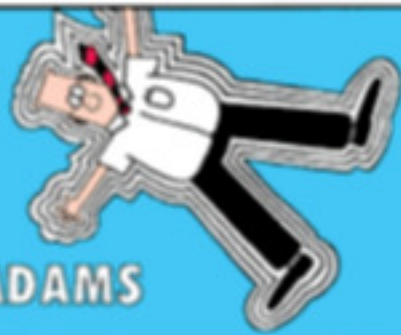


NEXT, CAN YOU PROVE
THAT YOU HAD BOTH
EYEBROWS BEFORE
YOU MET MY CLIENT?





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SCOTT ADAMS

I COMPLETED THE
AUDIT OF YOUR
NEW \$150 MILLION
SOFTWARE SYSTEM.

I RECOMMEND
THAT YOU SCRAP
THE ENTIRE THING.

WHAT?!!

HOW COULD THE
ENTIRE THING BE
WORTHLESS?

WELL, YOUR
NORMAL SOFTWARE
SYSTEM WOULD BE
A CLEVER COMBI-
NATION OF ONES
AND ZEROS.

YOURS IS
ALL ONES.

THERE MUST BE
SOME WAY TO
TWEAK IT UNTIL
IT WORKS.

MY COMPANY CAN SELL
YOU ALL THE ZEROS
YOU NEED, BUT YOU'LL
HAVE TO ARRANGE THEM
YOURSELF.

WHEN YOU HAVE A
FEW MINUTES, I
HAVE A LITTLE
ASSIGNMENT FOR
YOU.

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FIRST DAY ON THE JOB

EMPLOYEE ORIENTATION
WAS GREAT! NOW WHERE
DO YOU WANT ME TO
START?



I'M KIND OF BUSY.
MAYBE YOU COULD
LOOK AT OUR WEB SITE
AND GUESS WHAT YOU
SHOULD BE DOING.



GAAA!!!
WHAT
HAPPENED
TO MY
BACK???



STRESS,
YOU GET
USED TO
IT.



THE NEW EMPLOYEE

NO ASSIGNMENT...
NO COMPUTER...
NO FRIENDS TO
TALK TO...



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IT'S JUST ME
AND THIS HUGE
STRESS HUMP.



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MUST...RESIST...
URGE...TO NAME
THE HUMP... AND
TALK TO IT.



THE NEW EMPLOYEE

MAYBE IF I MAKE
A FRIEND AT WORK
IT WILL REDUCE MY
STRESS HUMP.



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I MUST CHOOSE
CAREFULLY BECAUSE
I WILL BE JUDGED BY
THE PEOPLE I CHOOSE
TO ASSOCIATE WITH.



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HI. I'M
THE NEW
GUY.

THE
LAZY
PEOPLE
HAVE
FOUND
EACH
OTHER.



THE NEW GUY

WE HAVE A STRONG
CULTURE OF TEAM-
WORK HERE.



WHILE YOU'RE DOING
THOSE EASY TASKS,
I'LL BE OFF DOING
ASSIGNMENTS OF
UNIMAGINABLE
DIFFICULTY.



DID ANYONE WARN
YOU THAT WE HAVE
A STRONG CULTURE
OF GETTING SUCKERS
TO DO OUR WORK?



THE NEW GUY

HEY, NEW GUY, THAT'S
QUITE A STRESS HUMP
YOU HAVE THERE.
MAYBE I CAN FIX IT.



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WOW!!
IT'S GONE!
DOES THAT
ALWAYS
WORK?



I DUNNO.
TO BE
HONEST,
I JUST
WANTED TO
PUNCH IT.



COULD I HAVE A FEW
DAYS OFF TO SEE IF
MY STRESS HUMPH GOES
AWAY?



STRESS IS ALL IN
YOUR MIND. I SHOULD
FIRE YOU AND YOUR
HUMP RIGHT NOW FOR
EVEN ASKING!



JUST
BECAUSE
HE SAID
NO?



IT WAS
THE WAY
HE SAID
IT.





DILBERT®



BY
SCOTT ADAMS



I'M LOOKING FOR
A PRACTICAL VEHICLE
THAT'S ALSO GOOD
FOR THE ENVIRON-
MENT.

SALE

I RECOMMEND THE
ENVIROCRUSHER-4.
IT WEIGHS 40 TONS
AND IT USES OWLS
FOR FUEL.

WHERE
WOULD
I GET
THAT
MANY
OWLS?

THE ENGINE
NOISE STUNS
THEM. YOU
JUST PICK
THEM UP OFF
THE GROUND.

MY NEW SUV USES OWLS
FOR FUEL. IT SEEMED
LIKE A GOOD IDEA BUT
NOW I CAN'T FIND
ENOUGH OWLS.

YOU'LL
HAVE
TO START
BREEDING
YOUR OWN
OWLS.

THAT'S
WHAT I
FIGURED.

THE HILARIOUS
CONCLUSION TO
THIS COMIC HAS
BEEN DEEMED
OFFENSIVE. IF YOU
MUST KNOW HOW
IT ENDS, GO TO
DILBERT.COM

MY NEW SUV USES OWLS
FOR FUEL. IT SEEMED
LIKE A GOOD IDEA BUT
NOW I CAN'T FIND
ENOUGH OWLS.

YOU'LL
HAVE
TO START
BREEDING
YOUR OWN
OWLS.

THAT'S
WHAT I
FIGURED.

YOU SAID
THERE WOULD
BE RODENTS.

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THE ACCOUNTING
DEPARTMENT

I CAN'T PROCESS YOUR
TRAVEL EXPENSES
BECAUSE YOU SENT ME
COPIES OF RECEIPTS. I
NEED THE ORIGINALS.



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I'M
BUSY.

JUST
FAX
THEM.



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DON'T BLAME ME,
BUT THERE'S NO
BUDGET TO GIVE
YOU A RAISE THIS
YEAR.

WHY NOT?



MY BUSINESS TRIP TO
LAS VEGAS COST FOUR
MILLION DOLLARS
BECAUSE I PASSED OUT
IN THE BATHTUB WITH
THE WATER RUNNING
AND FLOODED FIVE
FLOORS.



THE BARTENDERS
THERE ARE TOTALLY
IRRESPONSIBLE.



ASOK, THIS
IS IMPORTANT,
BUT YOU HAVE
A MONTH TO
FINISH IT.

I'LL START
RIGHT AWAY.

IT'S SMARTER TO
WAIT UNTIL THE
LAST MINUTE AND
THEN MAKE A BIG
SHOW OF HOW HARD
YOU'RE WORKING TO
MEET THE UNREASON-
ABLE DEADLINE.

YOU SAID
THAT
RIGHT IN
FRONT OF
HIM.

IT'LL
STILL
WORK.
THAT'S
THE
FREAKY
PART.

YOU HAVE
TO HAVE A
LEADERSHIP
SUCCESSION
PLAN.



THERE'S A FREEZE ON
HIRING, SO YOU'LL
NEED TO PICK
SOMEONE FROM
YOUR STAFF.



SO, IF SOMETHING
HORRIBLE HAPPENED
TO YOU, I'D GET A
PROMOTION?





DILBERT®

BY

SCOTT ADAMS



ALICE, COMPANY POLICY SAYS THAT PERSONAL ITEMS CAN NOT BE HIGHER THAN THE CUBICLE WALL.

JUST OUT OF CURIOSITY, WHAT IS THE LOGIC BEHIND THAT BIZARRE POLICY?

WE WANT TO MAINTAIN A SMOOTH LINE-OF-SIGHT FOR AESTHETIC REASONS.

LET ME SEE IF I UNDERSTAND YOUR POINT OF VIEW.

MY EINSTEIN DOLL MAKES THE CUBICLE SO HIDEOUS THAT OUR STOCK PRICE WILL PLUNGE.

NOW IF I TAKE IT DOWN...

GASP! IT'S SO BEAUTIFUL NOW! MY SOUL IS FILLED WITH MUSIC! MY LIFE HAS MEANING!

HEY! I JUST NOTICED THAT WHEN I LOOK AT THIS DOLL AND YOU AT THE SAME TIME, YOU LOOK HIDEOUS.

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THERE'S A MEDICAL
PROCEDURE THAT
WILL MAKE YOU MORE
ATTRACTIVE TO THE
OPPOSITE SEX.



THE DOCTORS WOULD
REMOVE EVERY PART
OF YOUR BODY AND
REPLACE THEM WITH
THE PARTS FROM AN
ATTRACTIVE
GUY.



IT
SOUNDS
PAINFUL.

NOT IF
YOU DO
IT ALL
AT ONCE.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES.

I NEED HELP BALANCING
MY CAREER WITH MY
PERSONAL LIFE.



I RECOMMEND A BOOK
CALLED "NO ONE WILL
EVER LOVE YOU." IT'LL
CRUSH YOUR HOPE FOR
A PERSONAL LIFE AND
FREE UP MORE TIME
FOR WORK.



THAT
SOUNDS
UNHEALTHY.



TAKE A PILL,
CRYBABY.



I'M HAVING TROUBLE
BALANCING MY WORK
LIFE AND MY PERSONAL
LIFE. HOW DO YOU DO
IT?



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I USE JOB ANGER
TO DESTABILIZE MY
HORMONAL BALANCE
AND CRUSH ANY
COMPETING URGES.



THAT REMINDS ME:
I NEED TO PUNCH
SOMETHING TODAY
OR I'LL WANT TO
HAVE KIDS.



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NO ONE HAS ANY
GOOD ADVICE ON
HOW I CAN BALANCE
MY WORK WITH MY
PERSONAL LIFE.

YOU DIDN'T
ASK ME.

I TAKE THE ZEN
APPROACH OF
HAVING NO FRIENDS
AND DOING NO WORK.
HENCE, PERFECT
BALANCE.

WHERE
DID YOU
GET THAT
DEFINI-
TION OF
ZEN?

I USED
TO READ,
BUT IT'S
FASTER
TO MAKE
UP STUFF.

MILT, YOU HAVE A
WIFE AND KIDS. HOW
DO YOU FIND TIME
TO DO EVERYTHING
YOU NEED TO DO?



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I HAD TO GIVE UP
A FEW THINGS,
SUCH AS EXERCIS-
ING AND EATING
HEALTHY FOOD.



THAT
SOUNDS
DANGER-
OUS.



NAH. THE
KIDS ARE
TRAINED
TO USE THE
DEFIBRIL-
LATOR



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DOGBERT'S TECH
SUPPORT

YOU HAVE A BAD
CASE OF COMPUTER
ROT.



YOUR COMPUTER IS
DESIGNED TO BECOME
SLOWER AND MORE
UNRELIABLE OVER
TIME SO YOU HAVE
TO UPGRADE.



BUT IF YOU'D LIKE
SOME FALSE HOPE,
I CAN TELL YOU HOW
TO DEFRAGMENT
YOUR DISK DRIVE.





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BY

SCOTT ADAMS



WE'VE JUST BEEN
INFORMED THAT OUR
PRODUCT'S NAME MEANS
SOMETHING BAD IN THE
ELBONIAN LANGUAGE.



IT MEANS "THE
INTENSE PLEASURE
DERIVED FROM
GIVING YOURSELF
A WEDGIE."



THUS WAS HATCHED
THE GREATEST PRANK
EVER PERPETRATED BY
ELBONIA.



I THOUGHT
I HIRED A
GENIUS.



BUT HE TURNED
OUT TO BE AN
ORDINARY GUY
FAKING A BRITISH
ACCENT.



'ELLO, BIRD.
'OW 'BOUT
A SPOT O'
TEA? WHOT
DO YOU SAY,
GOV'NOR?



WHO'S
MAKING
THOSE
SEXY
SOUNDS?



I THINK I'M IN LOVE
WITH THE NEW GUY
BECAUSE OF HIS FAKE
BRITISH ACCENT.

HE'S
MINE!



YOU'RE
MARRIED.

I AM?
WOW! HIS
BRITISH
ACCENT
MADE ME
FORGET.



I SAY, OLD
BEANS, DID
ANYONE SEE
MY BROLLY
ON THE
LIFT?

I'M
SINGLE.



CONGRATULATIONS,
ALICE. YOU'RE ONE
OF MY TWO CANDI-
DATES FOR A PROMO-
TION TO MANAGE-
MENT.



THE OTHER CANDI-
DATE HAS NO QUALI-
FICATIONS EXCEPT
FOR HIS MANAGER-
SOUNDING VOICE.



AND HE
DOESN'T
MAKE
THAT
FACE.



I COULDN'T BUY
THE SOFTWARE I
NEED TO DO MY JOB
BECAUSE OF YOUR
FREEZE ON EXPENSES.



AND OUR I.S. POLICY
SAYS I CAN'T USE THE
FREEWARE VERSION
THAT IS READILY
AVAILABLE.



SO I USED THE WEEK
TO DEVELOP SOME
NEW COFFEE-SIPPING
NOISES.



WHAT ARE
YOU DOING?
HOLDING UP
THE WALL?



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ZING! THAT
WAS A GOOD
ONE.



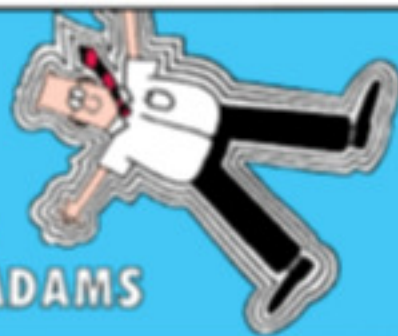
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HAVE YOU MET THE
NEW STRUCTURAL
ENGINEER?





DILBERT®



BY

SCOTT ADAMS

WALLY, THE STATUS
REPORT THAT YOU
E-MAILED ME IS
BLANK.

THAT'S
BECAUSE
EAGLES
CAN'T
TYPE.

WHAT?

THE MOTIVATIONAL
POSTER IN THE BREAK
ROOM SAYS I SHOULD
BE LIKE AN EAGLE.

THE POINT OF THAT
POSTER IS THAT YOUR
SPIRIT SHOULD SOAR
LIKE AN EAGLE WHILE
YOU CONTINUE TO DO
MUNDANE WORK.

WOULDN'T I DIE IF
MY SPIRIT LEFT MY
BODY TO GO SOAR?

YOU'RE CONFUSING
YOUR SPIRIT WITH
YOUR SOUL.

WHILE YOUR SPIRIT
IS SOARING, YOUR
SOUL SHOULD REMAIN
TRAPPED IN YOUR BODY,
SLOWLY DECAYING
WHILE YOU CREATE
YOUR STATUS REPORT.

WOULD IT CHANGE
ANYTHING IF I GOT
A POSTER THAT SAYS,
"YOU WANT IT WHEN?!"

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THE BETA VERSION
LOOKS GREAT. NOW
ASK IF THEY'LL TOSS
IN AN ARCHIVE OPTION
FOR NO EXTRA MONEY.



THAT'S A GREAT IDEA.
OR... MAYBE I COULD
SAVE TIME BY REALIZ-
ING THAT THEY AREN'T
RAGING MORONS WHO
ENJOY WORKING FOR
FREE.



IT'S ALL
IN THE
WAY YOU
ASK.

I'LL TRY
YELLING.



I'M DOGBERT, YOUR
LIFE COACH. I'M HERE
BECAUSE YOU'RE AN
UNMOTIVATED, DRIFT-
ING, UNORGANIZED
DOLT.



LIFE COACH? I
DIDN'T ASK FOR
A LIFE COACH.



WHICH PART OF
"UNMOTIVATED,
DRIFTING, UN-
ORGANIZED DOLT"
IS CONFUSING
YOU?



KEEP A JOURNAL OF
EVERYTHING YOU DO.
THAT WAY YOU'LL
KNOW WHERE YOU
NEED HELP.



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Now I am writing in my
journal. I am still writing
in my journal. Now I am
writing about writing in my
journal.



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OOH. I THINK I
FELT A LITTLE
PERSONAL GROWTH
THERE.



HAVE YOU EVER
NOTICED THAT
ALL OF THE GOOD
PEOPLE QUIT?



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THERE'S NO ONE LEFT
HERE BUT WRETCHED,
INCOMPETENT, LAZY
MISCREANTS.



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A-A-NYHOO.



I DON'T HAVE ENOUGH
RESOURCES TO DO MY
JOB.



ISN'T THAT LIKE
SAYING, "HOW NOW,
BROWN COW"?



YOU THINK THINGS
CAN'T GET WORSE.
BUT THEY CAN.



I HAVE TO CUT YOUR
PROJECT'S BUDGET BY
TEN PERCENT.



TEN
PERCENT??



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THAT'S THE SORT
OF ROUND NUMBER
YOU WOULD PICK
IF YOU DID NO
THINKING WHAT—
SOEVER.



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ANYTHING CAN BE
CUT BY TEN PERCENT
WITHOUT AFFECTING
THE RESULT.



COOL! I'M
CUTTING BACK
TO 36 HOURS
PER WEEK!





DILBERT®



BY

SCOTT ADAMS



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

IN ORDER TO IMPROVE
OFFICE EFFICIENCY, ALL
BIRTHDAYS WILL BE
CELEBRATED ON THE
SAME DAY.



DO YOU MEAN ONE
CELEBRATION PER
YEAR, OR JUST ONCE
AND THEN WE'RE DONE
FOREVER?



WELL, AT LEAST I'LL
FEEL SPECIAL ONCE.
WHAT DAY IS THE
CELEBRATION?



HERE'S MY BILL FOR
THE CONSULTING
WORK I'VE DONE
FOR YOU OVER THE
PAST YEAR.



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WHAT
CONSULT-
ING? I
HAVEN'T
SEEN ANY
REPORTS.



I DID IT ALL
IN MY HEAD.
I DON'T LIKE
TO WASTE
PAPER.



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WHAT'S
YOUR
RECOM-
MENDA-
TION?



STATUS
QUO.
YOU'RE
DOING
EVERY-
THING
RIGHT.



I KEEP PAYING YOU
FOR CONSULTING, BUT
YOU NEVER MAKE ANY
RECOMMENDATIONS.



I'M WHAT
YOU CALL A
"FEEL GOOD."



MY JOB IS TO MAKE
YOU FEEL SECURE IN
THE KNOWLEDGE THAT
SOMEONE BRILLIANT
IS SHAPING YOUR
STRATEGIES.



THIS IS WEIRD; I
HATE YOU, BUT AT
THE SAME TIME I
FEEL GOOD.

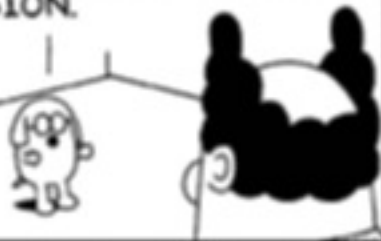


YOU'RE
WELCOME.



DOGBERT CONSULTS

INCENTIVIZE THE
RESOURCES TO GROW
THEIR BANDWIDTH
TO YOUR END-STATE
VISION.



DON'T OPEN THE KIMONO
UNTIL YOU PING THE
CHANGE AGENT FOR A
BRAIN DUMP AND DRILL
DOWN TO YOUR CORE
COMPETENCIES.



CONFUSED LOOK... HUGE
INVOICE... THIS MAN IS
A VICTIM OF CONSULT
AND BLABBERY.



I'M READY FOR
A NEW BATCH
OF TIGER MEAT.
GRRR!



I WANT A PROJECT
THAT WILL CHALLENGE
MY ABILITIES, BRING
GLORY TO THE COMPANY
AND DELIGHT OUR
STOCKHOLDERS!



HOW
ABOUT
THIS
ONE?



NOPE. NOT
CHALLENGING
ENOUGH. I'LL
GIVE IT TO ONE
OF THE LESS
MOTIVATED
EMPLOYEES.



OUR CORE VALUES ARE
SERVICE, INTEGRITY,
RESPECT, TEAMWORK,
RESPONSIBILITY,
TRUST, DIVERSITY,
VALUE, HONESTY, FUN,
PASSION, FAIRNESS
AND EXCELLENCE.



HOW SHOULD WE DEAL
WITH THE INHERENT
CONFLICTS? I MEAN,
WHAT IF I WANT TO
BE IRRESPONSIBLE IN
A FUN AND PASSION-
ATE WAY?



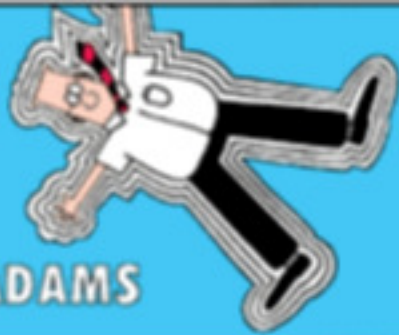
YOU
HAVE
TO DO
ALL OF
THEM.

I NOTICE
THAT
HYGIENE
DIDN'T
MAKE THE
LIST.





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BY
SCOTT ADAMS

THIS NEEDS TO BE
DONE RIGHT AWAY.

ACCORDING TO THE
DATE, YOU'VE HAD
THIS ON YOUR DESK
FOR THREE WEEKS.

NOW I'LL HAVE TO
WORK ALL WEEKEND
TO FINISH IT BY THE
DEADLINE!

SOMETIMES YOU
HAVE TO SOAR WITH
THE EAGLES.

GAAAA!!! YOU'RE READ-
ING THAT FROM THE
MOTIVATIONAL POSTER
BEHIND ME!

IF I HAVE ANY
QUESTIONS ABOUT
THIS, CAN I CALL
YOU OVER THE
WEEKEND?

MY CELL PHONE
DOESN'T WORK WHEN
I'M ON MY SIXTY-
FOOT, LUXURY SAIL-
BOAT.

AY-YI-
YI-YI-
YI!!!

HEY, IF YOU
CAN'T TAKE
THE HEAT, GET
OUT OF THE
...UH...
KITCHEN.

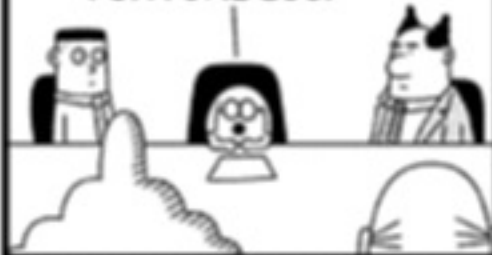
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DOGBERT CONSULTS

YOUR CEO IS THE
WORST PERFORMER
IN THE ENTIRE
FORTUNE 500.



YOUR BEST BET IS
TO CONVINCE HIM TO
BECOME A RECKLESS
ADVENTURER.



TELL ME AGAIN WHY
I'D WANT TO BUNGEE
JUMP INTO AN ACTIVE
VOLCANO?

BECAUSE
YOU CAN!



IT'S GOOD P.R. FOR THE
COMPANY WHEN THE
CEO IS A FEARLESS
ADVENTURER.

SOUNDS
DANGEROUS.



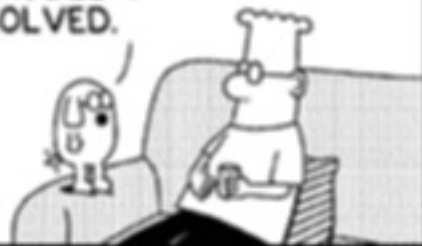
DON'T WORRY.
I'VE ASKED YOUR
CHIEF FINANCIAL
OFFICER TO BE IN
CHARGE OF SAFETY.



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YOUR CEO WAS
UNDERPERFORMING,
SO I CONVINCED HIM
TO BUNGEE JUMP INTO
A LIVE VOLCANO.
PROBLEM
SOLVED.



WELL, HE UNDER-
PERFORMED AND
HE GOT PUNISHED.



PUMICED,
ACTUALLY.

EVIL,
YET
AMUSING.



DOGBERT'S EXECUTIVE
SEARCH FIRM

YOU NEED TO HIRE A
BIG NAME CEO TO GET
SOME BUZZ.



YOU WANT SOMEONE
WITH A REPUTATION
FOR TOUGHNESS, WHO
KNOWS HOW TO GET
THE MOST OUT OF
PEOPLE.



COME BACK LATER.
I'M STILL GETTING
THE MOST OUT OF
THIS ONE.



DOGBERT'S EXECUTIVE
SEARCH FIRM

HOW WOULD YOU
LIKE TO BE THE
CEO OF A MAJOR
CORPORATION?

YOU'D BE PAID
\$100 MILLION
PER YEAR JUST
FOR SHOWING
UP.

I'D HAVE
TO SEE THE
DENTAL
PLAN.

HE'S NOT VERY
EFFECTIVE
DURING THE
DAY.

DOGBERT'S EXECUTIVE
SEARCH FIRM

RATBERT, WOULD
YOU LIKE TO BE THE
CEO OF A MAJOR
CORPORATION?



THAT HAD ALWAYS
BEEN MY DREAM...
UNTIL I FOUND THIS
EXTENSION CORD TO
GNAW ON. NOW I'M
COMMITTED TO SEEING
IT THROUGH.



HE'S A RISK-TAKER
WHO WON'T STOP
UNTIL HE ACHIEVES
HIS GOAL.





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BY

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AND THAT'S MY
DESIGN PLAN.
ARE THERE ANY
QUESTIONS?



IT REMINDS ME OF
EGYPTIAN HIERO-
GLYPHICS. ARE YOU
SURE THEY DIDN'T
PATENT IT?



UM... I DON'T
THINK THAT'S
LIKELY.



BUT THERE'S
STILL SOME
RISK?



FIRST OF ALL, I DIDN'T
USE HIEROGLYPHICS.
SECONDLY, THE ANCIENT
EGYPTIANS DIDN'T HAVE
MICROCHIPS. THIRDLY,
THEY DIDN'T HAVE
PATENT
LAWS.



OH YEAH? THEN HOW
DID THEY BUILD THE
PYRAMIDS?

GOOD
POINT.



DO SOME RESEARCH
ON THAT QUESTION
AND GET BACK TO US
NEXT WEEK.



NEXT ON THE AGENDA:
WHY DO OUR PROJECTS
TAKE SO LONG?

WHAT?



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RATBERT THE CEO

MISS PENNINGTON,
HAVE MY DRIVER
FETCH THE LIMO.



MY NAME ISN'T
MISS PENNINGTON.
IT'S HAROLD.

AND?



UM... AND... I'LL
HAVE IT LEGALLY
CHANGED TO MISS
PENNINGTON SO
YOU WON'T BE
WRONG.

PLUS THE
SURGERY.



THE BEST PART
ABOUT BEING CEO
IS THAT IT MADE
ME SMARTER.
WATCH THIS.



THE CAPITAL
OF JAPAN IS
MITSUBISHI.

THAT'S
RIGHT!
YOU'RE A
GENIUS!



YESTERDAY I
WOULD HAVE
SAID NINE.



RATBERT THE CEO

I'VE ONLY BEEN CEO
FOR TWO DAYS AND
ALREADY I'M LOSING
MY EMPATHY.



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FOR EXAMPLE, I'M
PRETTY SURE THAT
DECORATING MY
OFFICE IS MORE
IMPORTANT THAN
YOUR HEALTHCARE.



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WHICH REMINDS ME:
I PLAN TO HAVE YOU
VARNISHED AND USED
AS MY DESK.



RATBERT THE CEO

THE BOARD HAS LEARNED THAT YOU'VE BEEN DIP-PING EMPLOYEES IN VARNISH AND USING THEM AS OFFICE FURNITURE.



WE VOTED TO FIRE YOU. YOUR SEVERANCE PACKAGE INCLUDES \$100 MILLION, THE CORPORATE JET, PERPETUAL BENEFITS AND A SALARY OF \$1 MILLION PER YEAR.



HE'S TAKING IT WELL.



YOU'RE A SUCCESSFUL
ENGINEER AND I'M A
FAILED CEO. IT'S KIND
OF FUNNY THAT I'M
WORTH \$100 MILLION
AND YOU'RE NOT.



IT'S FUNNY BECAUSE
IT'S ALL REVERSE OF
HOW IT SHOULD BE.



IT'S FUNNY BECAUSE
YOUR HEAD WOULDN'T
NORMALLY FIT INSIDE
A GLASS.



IN ORDER TO AVOID
SHODDY MISTAKES,
EVERYTHING WE DO
FROM NOW ON WILL
BE PART OF A DOCU-
MENTED PROCESS.



WHAT DOCUMENTED
PROCESS DID YOU USE
TO DECIDE WHAT
DOCUMENTED PROCESS
TO USE?



OR IS THIS ONE
OF THOSE SHODDY
MISTAKES I KEEP
HEARING ABOUT?





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BY

SCOTT ADAMS



ALL OF MY EX-
BOYFRIENDS
WERE SEXY AND
HANDSOME.

I FINALLY REALIZED
THAT DATING SEXY,
HANDSOME MEN ISN'T
FOR ME.

I FEEL A
MIXED
BLESSING
COMING
MY WAY.

WHAT ARE
YOU DOING
FOR LUNCH?

I'M TIRED OF DATING
PRETTY BOYS WHERE
I NEED TO LOOK AND
ACT MY BEST ALL
THE TIME.



I WANT A GUY WHO
KNOWS HE CAN'T DO
BETTER THAN ME, NO
MATTER WHAT I
LOOK LIKE.



MORE
BREAD!!!



COMPANY LAWYER

THIS CONTRACT
WOULD BE SUBJECT
TO A "REASONABLE
MAN" INTERPRETA-
TION.



WHERE IS THIS
GUY? I'LL SQUASH
HIM LIKE A BUG!



OKAY,
MOVING
ON. . .

IT'S YOU!
I KNEW IT!



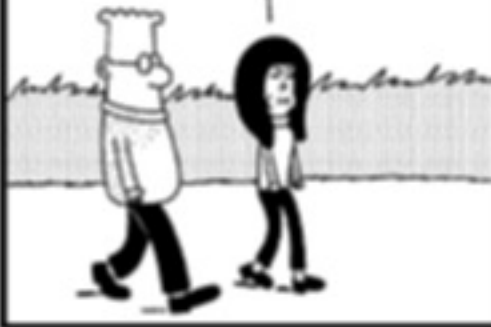
WHEN YOU DO SOME-
THING THAT I DON'T
LIKE, I'LL LET YOU KNOW
BY CURSING AND THEN
SPITTING ON YOUR
FOREHEAD.



MAYBE YOU COULD
JUST TELL ME WHAT
I DID WRONG.



후후후!



DO YOU THINK IT'S
FAIR THAT YOU KEEP
SPITTING ON ME JUST
BECAUSE YOU DISAGREE
WITH WHAT I SAY?

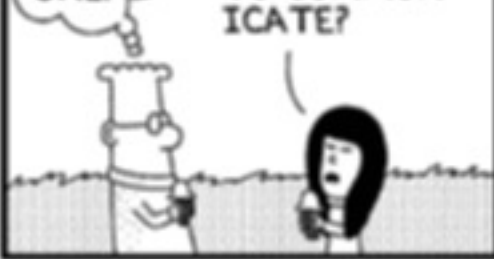


WHY AM I THE ONE
WHO ALWAYS HAS
TO CHANGE TO MAKE
OTHER PEOPLE HAPPY?



BECAUSE
YOU'RE
THE
CRAZY
ONE.

NOW YOU'RE
ALL QUIET.
WHY CAN'T
MEN LEARN
TO COMMUN-
ICATE?



YOU'VE GOT A BAD
CASE OF MANAGER'S
ELBOW.



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IT'S CAUSED BY
PATTING YOURSELF
ON THE BACK AND
COVERING YOUR
BUTT AT THE SAME
TIME.



I RECOMMEND THAT
YOU JOIN THE CIRQUE
DU SOLEIL. I'M GIVING
YOU A PRESCRIPTION
FOR A LEOTARD.





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BY
SCOTT ADAMS

ASOK, THE MOVE
THAT I AM ABOUT
TO TEACH YOU IS
CALLED THE "WALLY
REFLECTOR."

THROUGHOUT THE
DAY, BAD PEOPLE
WILL TRY TO MAKE
YOU DO WORK FOR
THEM.

AT FIRST, OFFER NO
RESISTANCE, AS IF
YOU ACTUALLY PLAN
TO DO THE WORK.

THEN ASK THE OFFENDER
TO DO A LITTLE BIT OF
WORK HIMSELF.

ALLOW ME TO
DEMONSTRATE.

WALLY, I NEED YOU
TO DESIGN A DATABASE
FOR ALL OF OUR PRODUCT
FEATURES AND SERVICES.

GLAD TO
DO IT!

ALL I NEED FROM YOU
IS A COMPREHENSIVE
LIST OF THE DATA
FIELDS YOU NEED
INCLUDED.

OH... WOW. I'M
REALLY BUSY. I'LL
HAVE TO GET BACK
TO YOU ON THAT.

AND I'LL
NEVER
SEE THAT
IDIOT
AGAIN.

YOU
INSPIRE
ME, IN A
CREEPY
KIND OF
WAY.

ASOK, I'M FLYING
TO LOS ANGELES FOR
A MEETING AND I
WANT YOU TO JOIN
ME.

GASP

I AM HONORED.
THIS FEELS LIKE
AN IMPORTANT
MILESTONE IN MY
BURGEONING CAREER!

WE'LL BEGIN BY PRE-
BOARDING ANYONE
WHO...

COMING
THROUGH!

YOUR SEAT IS NEXT
TO MINE, BUT I DON'T
LIKE TO SIT BY PEOPLE.

IT'S A FULL FLIGHT,
SO I DON'T SEE HOW
I COULD... OH DEAR...

NO, I WILL NOT
"SCOOCH OVER."

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FIVE-STAR HOTEL

I'D LIKE A WAKE-UP
CALL AT 6 A.M. AND A
SECOND ONE AT 6:15.



THEN I'D LIKE A TEAM
OF BELLMEN TO LIFT
THE HEAD OF THE BED
WHILE BLIND MAIDS
HOLD MY PANTS SO I
CAN SLIDE INTO THEM.



WHY YES, AS A
MATTER OF FACT,
I AM A MANAGER.



FIVE-STAR HOTEL

I'D LIKE TO ORDER
BREAKFAST AND
SCHEDULE A MASSAGE.



MMM... A NICE
MASSAGE AND THEN
BREAKFAST.



WELL, I *WOULD* "GET
RUBBIN," BUT I'M ONLY
THE BREAKFAST GUY.



I HOPE YOU ENJOYED
YOUR STAY. I'LL JUST
CHECK TO SEE WHAT
MOVIES YOU
RENTED.

GAA!!! GAAA!!!
GAAA!!! GAAA!!!
GAAA!!!

AND I RECOMMEND
THAT WE BURN THE
FURNITURE.

I INVENTED A
CURE FOR THE
COMMON COLD.



THE POSSIBLE SIDE-
EFFECTS ARE COUGHING,
SORE THROAT, RUNNY
NOSE, CONGESTION
AND NAUSEA.



SO... IT'S A PILL THAT
MAKES YOU NAUSEOUS?

ONLY IF
YOU HAVE
A COLD.





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BY
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THIS BUDGET WOULD ONLY WORK IF THE PROJECT ENCOUNTERED NO PROBLEMS WHAT-SO-EVER.

SO?

ALL PROJECTS HAVE UNEXPECTED PROBLEMS. THEREFORE, THIS BUDGET IS ALMOST CERTAINLY WRONG.

LEADERS DO NOT PLAN FOR FAILURE.

DO LEADERS MAKE DECEPTIVE FORECASTS AND LATER ACT SHOCKED WHEN THINGS DON'T WORK OUT?

NO.

A LEADER FIRST MAKES HIMSELF BELIEVE THE LIE, THUS TURNING DECEPTION INTO AN INSPIRING FORM OF OPTIMISM. OBSERVE.

GAAA!!!
BELIEVE!
BELIEVE!

THE SWELLING WILL GO DOWN IN A FEW HOURS. THEN WE'LL HAVE A PERFECT BUDGET.

WHAT?

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YOUR BID TO BUILD
OUR CELL PHONE NET-
WORK IS THE LOW-
EST BY FAR.



BUT I'D FEEL MORE
COMFORTABLE IF
IT HAD AN ILLEGAL
COMPONENT.



LIKE A BRIBE? OR
HELPING YOU BUILD
A NUCLEAR WEAPON?

YES, JUST SOME-
THING TO
ADD
FLAVOR.



THE ELBONIANS ARE
DEMANDING BRIBES,
OR ELSE THEY WON'T
DO BUSINESS WITH
US.



HIRE THEM AS OVER-
PAID CONSULTANTS
AND DON'T ASK THEM
FOR ANYTHING. THAT
WAY, IT'S ALL LEGAL.



AND BY LEGAL YOU
MEAN WON'T GET
CAUGHT?



PO-TAY-TO,
PO-TAH-TO.

THE ELBONIANS WON'T
DO BUSINESS WITH MY
COMPANY UNLESS WE
BRIBE THEM.



OFFER TO GIVE THEM
PLANS FOR BUILDING
A NUCLEAR WEAPON.
THEN GIVE THEM PLANS
TO BUILD MICROWAVE
OVENS INSTEAD.



WOULD
THAT
WORK?

WHY DO YOU
THINK OUR
GARAGE IS
FULL OF
PERSIAN
RUGS?



WE WON THE ELBONIA
BID, BUT I HAD TO
PROMISE WE'D GIVE
THEM PLANS TO BUILD
A NUCLEAR WARHEAD.



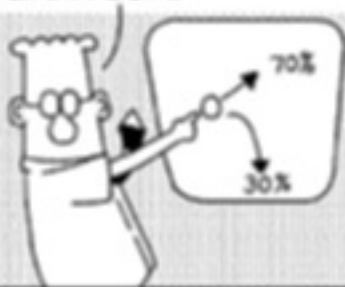
DON'T WORRY. I
GOT THE PLANS OFF
THE INTERNET AND
I MODIFIED A FEW
THINGS.



NOW ALL WE NEED
IS SOME HIGHLY
ENRICHED BREAD.



THE PROJECT HAS A
70% CHANCE OF MINOR
SUCCESS AND A 30%
CHANCE OF CORPORATE
RUINATION.



I LIKE THOSE
ODDS. WHEN
CAN WE START?



START?



I WISH WE
HAD TEN MORE
PROJECTS LIKE
THIS ONE.

THE BEST WAY TO
MAKE THIS DECISION
IS BY CALCULATING
THE EXPECTED VALUE
OF EACH POSSIBLE
OUTCOME.



YOU
MULTIPLY
THE...



MUST
PRETEND
TO BE DEAD.

I SENSE
THAT WE'RE
DONE HERE.



I HOPE
THE DEAD
SOME-
TIMES
COVER
THEIR
EARS.



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THE COMPANY REQUIRES
ME TO GIVE FAILING
PERFORMANCE REVIEWS
TO 20% OF MY STAFF.



THERE ARE FOUR OF
YOU, SO THAT WORKS
OUT TO... 80% OF A
PERSON.



WALLY, YOUR CALF
MUSCLES AND ANKLES
ARE PERFORMING
WELL, BUT THE REST
OF YOU IS MONKEY
HURLAGE.



ALICE, WHERE ARE
THE QUALITY ESTI-
MATES THAT I ASKED
YOU FOR AN HOUR
AGO?



IT'S BETWEEN YOUR
LEFT ARM AND YOUR
STOUT TORSO, ABOUT
ELBOW-HIGH.



STUPID
ELBOW.



I KEEP FORGETTING
WHERE I PUT THINGS.

THE PROBLEM
IS THAT YOU'RE
STUPID.



I RECOMMEND
REPLACING YOUR
BRAIN WITH A
MONKEY BRAIN.



WILL
THAT
HELP?

NO, I
JUST
HATE
MONKEYS.



I'M REFERRING YOU
TO A SPECIALIST WHO
CAN TREAT YOUR
ABSENT-MINDEDNESS.



HIS METHOD IS
UNTESTED, BUT I
THINK IT'S WORTH
A CHANCE.



YOU'LL
REPLACE
MY BRAIN
WITH A
CAULI-
FLOWER?



THEY'RE
JUST LIKE
BRAINS,
BUT MUCH
CHEAPER.



FIRST I'LL SAW OPEN
YOUR HEAD. THEN
I'LL REPLACE YOUR
FAULTY BRAIN WITH
A FRESH CAULIFLOWER.



HOW DO I KNOW YOU
WON'T PUT ME TO
SLEEP, EAT THE
CAULIFLOWER AND
CLAIM THE OPERA-
TION WORKED?



THAT REMINDS ME:
YOUR INSURANCE
DOESN'T COVER
ANESTHESIA.



HOW'D YOUR BRAIN
TRANSPLANT WORK
OUT?

GREAT. ASK ME
ANYTHING.



WHAT ROMAN
GENERAL WAS FAMOUS
FOR CROSSING THE
RUBICON RIVER?



CAESAR.



WOW.
THAT'S
RIGHT.



PHEW!
I'M GLAD I
DIDN'T GO
WITH DIJON
VINAIGRETTE.





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I AM MORDAC, THE
PREVENTER OF INFORM-
ATION TECHNOLOGY,
AND I HAVE ASSIGNED
YOU A NEW PASSWORD.



WHAT
IS IT?

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IT'S THE FULL TEXT
OF "THE DA VINCI
CODE," EXCLUDING
THE PARTS I DON'T
BELIEVE.



I'M NOT
TOUCHING
YOU.



STUPID
SCENERY
DESCRIP-
TIONS!

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I AM MORDAC, THE
PREVENTER OF INFORM-
ATION TECHNOLOGY. I
HAVE MODIFIED YOUR
SCREENSAVER SECURITY
TO LOCK UP AFTER TWO
SECONDS OF INACTIVITY.



HA HA! UNLESS YOU
TOUCH THE KEYBOARD
EVERY TWO SECONDS
YOU WILL BE FORCED
TO LOG-IN AGAIN!



DANG YOUR
PERPETUALLY
MOVING
HEAD-BOBBING
BIRD! GAAA!!!



I UNDERSTAND THAT
YOU HAVE AN OPENING
FOR A NEGOTIATOR
WHO DEALS WITH
POTENTIAL
JUMPERS.



I CAN'T SEE YOU
BECAUSE MY HAT
IS IN THE WAY,
BUT YOU SOUND
PERFECT FOR THE
JOB.



YOUR REVERSE
PSYCHOLOGY
DIDN'T
WORK.

WHAT
REVERSE
PSYCHOLOGY?



POLICE NEGOTIATOR

SURRENDER NOW
AND YOU WON'T
GET HURT!!!



HERE
HE
COMES.

BAM
BAM
BAM



I'LL LEAVE AN
EVALUATION FORM.
PLEASE LET US KNOW
HOW WE'RE
DOING!

DONE
DEAL.



MY ACCOMPLISHMENTS
THIS MONTH INCLUDE
COMPLYING WITH OUR
ISO 9000, SARBANES-
OXLEY AND SEI-5
POLICIES.



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AND IF YOU MAKE A
NEW POLICY, I WILL
COMPLY WITH IT SO
FAST IT WILL MAKE
YOUR HEAD SPIN!



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IS IT MY IMAGIN-
ATION OR IS
PRETENDING TO
WORK GETTING
EASIER?



SOMETIMES I FEEL
GUILTY BECAUSE
MY COMPANY SELLS
DEFECTIVE
PRODUCTS.



I BELIEVE IN KARMA.
THAT MEANS I CAN DO
BAD THINGS TO PEOPLE
ALL DAY LONG AND I
ASSUME THEY DESERVE
IT.



BY THE
WAY,
WHERE
ARE
WE?

I THINK WE
WANDERED
INTO A BAD
DOODLE.





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I HAVE GOOD NEWS
ABOUT THE PROMO-
TION YOU WANTED:

YOU DIDN'T
GET IT!



HOW COULD
YOU POSSIBLY
CALL THAT
GOOD NEWS?



THEY DON'T LIKE
POSITIVITY.



I HAVE SOME GOOD
NEWS AND SOME
BAD NEWS.



THE GOOD NEWS IS
THAT THE COMPANY
IS GOING TO SPONSOR
A CORPORATE MARA-
THON TEAM.



THE BAD NEWS IS
THAT ONE OF YOU
HAS TO RUN 26 MILES
TOMORROW.



WALLY, I WANT YOU
TO REPRESENT OUR
COMPANY IN THE
CORPORATE MARA-
THON.

UM...
I CAN'T
RUN 26
MILES.

YES, YOU
CAN. I'VE
DESIGNED
A SPECIAL
HAT TO
HELP YOU.

WHAT
THE...?

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THE PROJECT POST-MORTEM WILL ONLY BE HELPFUL IF EACH OF YOU IS HONEST ABOUT WHAT WENT WRONG.

YOUR COLOSSAL INEPTITUDE AS A LEADER SUPPRESSED OUR NATURAL TALENTS, LEAVING US LISTLESS AND UNFOCUSED.

AND BY "HONEST," I MEAN BLAMING PEOPLE WHO AREN'T HERE.

LOOK! YOU'RE DOING IT AGAIN!

I HAVE A
NEW HOBBY.
IT'S CALLED
PHISHING.



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I SEND FAKE BANKING
E-MAILS TO GULLIBLE
EXECUTIVES. THEN I
FIND OUT THEIR
FINANCIAL INFOR-
MATION AND USE
IT TO STEAL THE
MONEY THEY DON'T
DESERVE.



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Dear Customer,
This is your bank. We forgot your
social security number and password.
Why don't you send them to us so
we can protect your
money.

Sincerely,

I. B. Banker

LOOKS
LEGIT.



NO ONE EVER
WANTS TO TAKE
MORE THAN HALF
OF WHAT'S LEFT
OF THE LAST
DOUGHNUT.



THAT'S WHY I CALL
IT XENO'S DOUGHNUT.
HEE HEE!



I HEARD SOME OF
THAT. DO YOU WANT
TO SWITCH TO HARD
LIQUOR?





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BY

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I WAS THE
WORLD'S
FASTEST
WORKER.



MY BIG MISTAKE
WAS BECOMING A
LAWYER.



FLASHBACK

DO YOU
THINK I
NEED AN
ESTATE
PLAN?

HERE'S YOUR
WILL AND
HERE'S MY
BILL FOR 9
CENTS.



TOPPER VERSUS
THE FEATURE CREEP

WE NEED
TO ADD A
KEYWORD
SEARCH
FUNCTION.



THAT'S
NOTHING!



IT SHOULD ALSO
SEARCH IN DIFFERENT
LANGUAGES INCLUDING
FRIULIAN, KATAANG,
HORPA AND WAGI.



I LIKE
YOUR
STYLE.



THAT'S
NOTHING!
I WANT TO
MARRY YOU
IN A CIVIL
UNION.



TOPPER VS. A CUSTOMER

I COMPETED IN THE
IDITAROD, AN 1,150-
MILE DOGSLED RACE
LASTING 15 DAYS,
OVER THE WORLD'S
TOUGHEST TERRAIN.



THAT'S NOTHING.
I COMPLETED THE
RACE WHILE PRE-
TENDING TO BE ONE
OF YOUR DOGS.



NOW I
DON'T
WANT
TO BUY
FROM
YOUR
COMPANY.



THAT'S
NOTHING.
NOW I PLAN
TO BURN MY
COMPANY
TO THE
GROUND!



TOPPER VERSUS ALICE

I DIDN'T GET
MUCH SLEEP
LAST NIGHT.

THAT'S
NOTHING.

I'M PART OF A SECRET
GOVERNMENT TEST ON
SLEEP DEPRIVATION. I
HAVEN'T SLEPT SINCE
FEBRUARY.

I SO
WANT TO
PUNCH
YOU RIGHT
NOW.

THAT'S
NOTHING.
I'LL RIP OFF
MY OWN
HEAD AND
MAKE ME
EAT IT.

TOPPER VS. THE BOSS

IT WAS THE
BIGGEST
FISH EVER
CAUGHT IN
THAT LAKE!

THAT'S
NOTHING.

I ONCE CAUGHT A
DINOSAUR BY USING
NOTHING BUT DENTAL
FLOSS AND A PULL TAB
FROM A BEER CAN.

I'D LIKE
TO SEE
THIS
ALLEGED
DINOSAUR.

TOO LATE.
I ALSO
MAKE THE
WORLD'S
BEST
BARBECUE
SAUCE.

A PRESTIGIOUS
WINDOW-FACING
CUBICLE HAS JUST
BECOME AVAILABLE.



IT'LL BE A PERFECT
PLACE TO STORE ALL
OF THE PRINTER PAPER
I BOUGHT SO I COULD
WIN A FREE TRIP
FROM THE PAPER
VENDOR.



AND MAYBE THE
SUNLIGHT WILL
BLEACH OUT THE
VISIBLE WOOD
CHIPS.

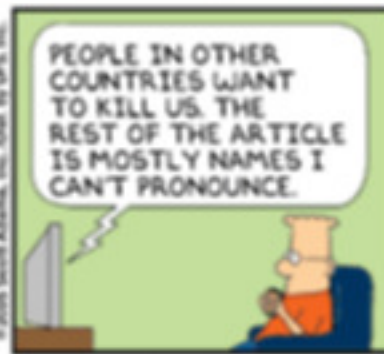




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AHA! JUST
THE PERSON I
NEED.

MEET WITH THE LDC
AND MAKE SURE THE
MRT GETS URPED WHEN
THE RFIT GETS NERKED
TO THE ORCAT.

IF YOU HAVE ANY
QUESTIONS, I DON'T
HAVE TIME FOR THAT
SORT OF THING.

I'VE DECIDED TO
STANDARDIZE THE
DEPARTMENT ON A
NEW PROGRAMMING
LANGUAGE.



WITH ALL DUE RESPECT,
THAT SORT OF DECISION
SHOULD BE MADE BY
SOMEONE WHO KNOWS
HIS MASS FROM A
BLACK HOLE.



THE VENDOR
WARNED ME THAT
YOU COULDN'T BE
OBJECTIVE.



HOW'S
THE
CODING
COMING
ALONG?



NO
PROBLEM
UNLESS ...



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... SOME MORON TRIES
TO STANDARDIZE ON
A NEW PROGRAMMING
METHODOLOGY IN THE
MIDDLE OF THE
PROJECT.



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WHAT IF IT'S
ME INSTEAD OF
SOME MORON
GUY?



THE PROJECT WAS
MOVING ALONG WELL
UNTIL MANAGEMENT
CHANGED OUR CODING
LANGUAGE AND
METHODOLOGY.



NOW OUR TIMELINE IS
REPRESENTED BY THIS
M.C. ESCHER PRINT OF
AN ENDLESS STAIRWAY.



THIS DEEP-
SEA SUB-
MARINE IS
LOOKING
FOR OUR
MORALE.

WOULD
THIS BE
A BAD
TIME TO
ADD A FEW
FEATURES?



Subject: URGENT

Dilbert, give me your
budget numbers as soon
as possible.



TECHNOLOGY IS
AMAZING. I TYPE
ONE MESSAGE AND
WITHIN MINUTES
I'LL HAVE MY DATA.



FIRST ORDER OF
BUSINESS: DELETE
ALL SPAM E-MAIL
THAT HAS A SUBJECT
OF "URGENT".



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I CALL IT A
STEALTH
LAYOFF.

WE MOVE ALL OF THE
WORTHLESS EMPLOYEES
TO THE SAME PROJECT.
WHEN IT'S DONE, WE
TELL THEM THAT
THEIR JOBS NO
LONGER EXIST.

I DON'T
LIKE THE
LOOKS OF
THIS.



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I DECIDED
TO START A
DISCOUNT
RELIGION.



THE TITHING
WOULD ONLY BE
5% AND I'D LET
PEOPLE SIN AS
MUCH AS THEY
WANTED.



THE ONLY PROBLEM
IS THAT I DON'T
WANT TO SPEND
TIME WITH ANYONE
WHO WOULD JOIN
THAT SORT OF
RELIGION.



PER COMPANY POLICY,
I GOT YOU THE LEAST
EXPENSIVE FLIGHT
AVAILABLE.



YOUR TRIP WILL HAVE
17 CONNECTING FLIGHTS
AND YOU'RE REQUIRED
TO SPEND AT LEAST ONE
NIGHT "IN AN ELBONIAN
PRISON, DRESSED AS
A BALLERINA."



HOW MUCH WOULD I
HAVE TO DESECRATE A
NATIONAL MONUMENT
TO GET ONE NIGHT
IN JAIL?



ARE
THERE
MEALS
ON THIS
FLIGHT?



YES, IF
YOU'RE A
CANNIBAL.



THAT IS NOT
FUNNY. AFTER
THIS FLIGHT,
I'M GOING TO
COMPLAIN TO
YOUR SUPER-
VISOR.



CAN YOU
PUT ME
NEXT TO
THE PLUMP
GUY?



SURE.
HE'S IN
B8.



WHY DO I ALWAYS
GET THE SEAT NEXT
TO THE CANNIBAL?



THESE GUYS ARE
ALL THE SAME. I
KNOW WHAT'S
GOING TO HAPPEN
NEXT.



MY HAIRY
SKULL ISN'T
TOUCHING
YOU.

RIGHT ON
SCHEDULE.



I HAVE COMPLETED
ALL OF MY PROJECTS
AND I AM READY FOR
A NEW CHALLENGE.



YOU CAN HELP TINA
WRITE THE DEPART-
MENT NEWSLETTER.



BUT THE NEWSLETTER
JOB IS ONLY GIVEN TO
THE MOST WORTHLESS
EMPLOYEE.



AND HER
ASSISTANT.



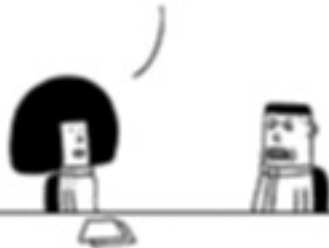
I'M THE EDITOR OF
THE DEPARTMENT
NEWSLETTER. THAT
MAKES YOU MY CUB
REPORTER.



CUB REPORTER??? I HAVE
AN ENGINEERING DEGREE
FROM THE INDIA INSTI-
TUTE OF TECHNOLOGY -
THE MOST CHALLENGING
UNIVERSITY ON THE
PLANET.



THAT'LL COME IN
HANDY DURING THE
COPYING PHASE. WE
GET SOME FIERCE
PAPER JAMS.





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THE TROUBLE STARTED WHEN YOU INSISTED ON GIVING INSPIRATIONAL NAMES TO THE CONFERENCE ROOMS.



I SCHEDULED A PROJECT MEETING FOR THE "QUALITY" ROOM AND NO ONE KNEW WHERE TO GO.



SOME PEOPLE ENDED UP IN THE "TEAMWORK" ROOM WHILE OTHERS WENT TO THE "EXCELLENCE" ROOM.



BY THE TIME WE SORTED IT ALL OUT, SOMEONE ELSE WAS SCHEDULED TO USE OUR CONFERENCE ROOM.



THEN IT TOOK THREE WEEKS TO SCHEDULE ANOTHER MEETING WHEN EVERYONE COULD MAKE IT.



BUT HALF OF THE TEAM WENT TO THE "ACTION" ROOM AND SAT THERE WHILE WE WAITED FOR THEM IN THE "GOOD PLANNING" ROOM.



I THOUGHT THIS WAS THE BUDGET MEETING.

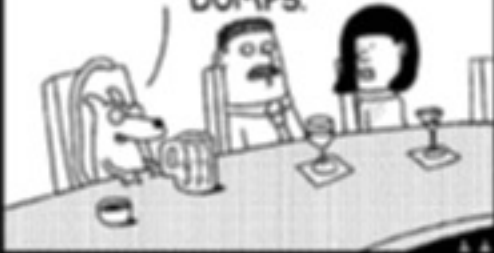


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I MADE A FORTUNE BY
BEING AN INCOMPETENT
CEO. EVERYONE CALLED ME
CRAZY WHEN I PUT MY
ENTIRE PERSONAL WEALTH
INTO PIGS AND GARBAGE
DUMPS.



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YOU INVESTED ALL
OF YOUR MONEY IN
PIGS AND DUMPS?



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INVESTED?
NOW THAT
WOULD HAVE
BEEN A GOOD
IDEA TOO.



I HEARD THAT
PORPOISES ARE
SMART, SO I
HIRED ONE.



PORPOISES HAVE BEEN
KNOWN TO SAVE HUMANS
BY ATTACKING SHARKS
WITH THEIR SNOUTS.



HEY, IT'S OUR
COMPANY
LAWYER AND...
OOH, THAT'S ONE
UGLY SNOUT
WOUND.



THERE'S NO LAW THAT
SAYS A PORPOISE CAN'T
KILL A COMPANY LAWYER,
BUT IT'S STILL SOME-
WHAT BAD.



OFFICIALLY, I
HAVE TO GIVE YOU
A REPRIMAND.



UNOFFICIALLY,
DO YOU LIKE
MACKEREL?



CAROL,
SHRED
THIS.

THE
SHREDDER
IS RIGHT
BEHIND YOU,
NEXT TO
THE FAX.

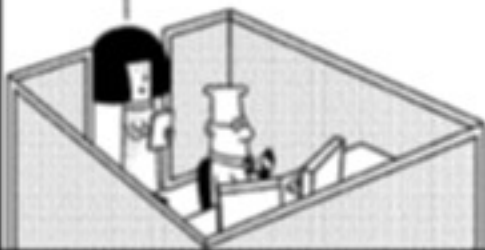
WHAT IF
I DO IT
WRONG?

ONLY A
COMPLETE
MORON
COULD DO
IT WRONG.

UM...
I THINK
I MIGHT
HAVE JUST
FAXED OUR
STRATEGY
SOMEPLACE.

AND
THAT'S
WHY YOU
NEVER SEE
A WATER
FOUNTAIN
IN A MEN'S
RESTROOM.

HAVING TWO COMPUTERS
IS A VIOLATION OF THE
COMPANY'S 55 RULES OF
STANDARDIZED WORK-
SPACE.



I NEED TWO COMPUTERS
TO TEST MY SOFTWARE.
THERE'S NO WAY TO DO
MY JOB WITH ONE.



I HAVE A COMPROMISE
SOLUTION. PUT THIS
LITTLE RED TAG ON ONE
OF THEM AND TELL ME
LATER IF ANYTHING
BAD HAPPENS.



YOU WILL NO LONGER
HAVE ACCESS TO CODE
ON ANY SERVER BUT
YOUR OWN.



IS IT MY IMAGINATION,
OR ARE ALL OF OUR RULES
DESIGNED FOR THE SOLE
PURPOSE OF BEING HUGE
INCONVENIENCES?



AND STARTING TODAY,
ALL PASSWORDS MUST
CONTAIN LETTERS,
NUMBERS, DOODLES,
SIGN LANGUAGE AND
SQUIRREL NOISES.





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WELCOME TO
DOGBERT'S ANGER
MANAGEMENT
SEMINAR.



MY GOAL IS TO
TRANSFORM YOU
FROM ANGRY NUTS
INTO...



ANGRY
NUTS WHO HAVE
PAID ME.



I NEED A VOLUNTEER
FOR OUR FIRST
DEMONSTRATION.
YOU, COME HERE.



PUT YOUR HEAD
ABOUT HERE.



NOW TRY TO
CONTROL YOUR
ANGER WHILE
I DO THIS...



WHAP
WHAP WHAP
WHAP WHAP

MAYBE YOU DIDN'T
GET ENOUGH SLEEP
LAST NIGHT.



ELBONIAN HACKERS
ARE TRYING TO STEAL
OUR SOURCE CODE.

SEND OUR
GOONS TO
BEAT THEM
UP.

I WAS
THINKING
MORE
ALONG THE
LINES OF
IMPROVING
OUR DATA
SECURITY.

IMPROVE IT
OR ELSE I'LL
HAVE OUR
GOONS BEAT
YOU UP.

THIS IS
SURPRIS-
INGLY
MOTIVA-
TIONAL.

YOUSE
CALL
DAT A
FIRE-
WALL?

DO YOU HAVE
THE LIST OF
INVITEES FOR
THE DEBRIEFING
MEETING?



I LIKE TO BLAME
PEOPLE WHO WON'T
BE IN THE ROOM.

HERE.



BAD NEWS FOR
YOU: YOU'RE NOT
ON THE LIST.



THE FAILURE OF MY
PROJECT CAN ONLY BE
BLAMED ON...



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I'LL BE
RIGHT
THERE.



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THAT
GUY.



WALLY, AFTER I LEFT
THE MEETING YESTERDAY,
DID YOU BLAME ME FOR
THE FAILURE OF THE
PROJECT?



I'M GETTING A BAD VIBE
FROM PEOPLE TODAY. THAT
SORT OF RUMOR COULD
STAIN MY REPUTATION
AND RUIN MY ENTIRE
FUTURE.



HOW
DARE
YOU
ACCUSE
ME ..



WELL, WELL.
LOOK WHO'S
IMPEDING
WALLY AGAIN.



A black and white comic panel showing Dilbert standing in an office. He is looking out a window at a calendar that shows the date 'NOV 10'. On his desk, there is a computer monitor, a keyboard, and a mouse.

I NEED
YOU TO
PICK UP
TED'S
FUNCTION.

NO PROBLEM. I HAVE
INFINITE CAPACITY TO
DO MORE WORK AS LONG
AS YOU DON'T MIND
THAT MY QUALITY
APPROACHES ZERO.

A black and white comic panel showing Dilbert standing and talking to a woman who is partially visible. He has a speech bubble coming from him.

OR ARE YOU ASKING
ME TO DO SOMETHING
THAT'S LOGICALLY
IMPOSSIBLE?

A black and white comic panel showing Dilbert standing and talking to a man who is sitting at a desk. Dilbert has a speech bubble coming from him.

I THINK I
HATE YOU.

I DIDN'T THINK IT WAS POSSIBLE, BUT FOR THE PAST MONTH I'VE DONE MY OWN JOB PLUS TED'S, AND DONE THEM WELL.



I KNOW THAT YOU'RE MARVELING AT MY ACCOMPLISHMENT AND WONDERING HOW YOU CAN REWARD ME.



MAYBE I CAN FIRE CARL AND MAKE THIS IDIOT DO HIS JOB TOO.



I'LL BET WE'RE THINKING OF THE SAME BONUS AMOUNT!





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WE'VE NARROWED
OUR TARGET MARKET
TO THIS GUY.



HE'S THE ONLY ONE
RICH ENOUGH AND
STUPID ENOUGH TO
BUY OUR HIGH-END
PRODUCT.



OUR DIAMOND-
ENCUSTED TIME
MACHINE WILL TAKE
YOU ONE HOUR INTO THE
FUTURE IN ONLY SIXTY
MINUTES!



QUESTION: IF OUR NEW
PRODUCT TAKES YOU
SIXTY MINUTES INTO
THE FUTURE IN ONE
HOUR...



ISN'T THAT THE
SAME AS DOING
NOTHING AT ALL?



IT ALSO MAKES YOU
LOSE WEIGHT IF YOU
STAY IN IT LONG
ENOUGH... WHILE
NOT EATING.



DOGBERT CONSULTS

YOUR TIME MACHINE
IS A FRAUD, BUT
NO ONE NEEDS TO
KNOW.



WITH A FEW MINOR
MODIFICATIONS, THE
USER WILL VANISH,
AND EVERYONE WILL
ASSUME IT WORKED.



THIS IS IN
CASE YOU
DON'T
COMPLETELY
VANISH.



I'M AN ATTORNEY.
IF MY CLIENT IS
INJURED BY THIS
UNTESTED TIME
MACHINE, I WILL
SUE!



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I THINK YOU
SHOULD CONSULT
WITH YOUR CLIENT
BEFORE BEING SO
BELLIGERENT.



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WALLY, I'VE BEEN
WATCHING YOU FOR
HALF AN HOUR AND
YOU'VE DONE NO
WORK.



I'M WAITING FOR
MY PROGRAM TO
COMPILE WHILE I
DESIGN THE NEXT
MODULE IN MY HEAD.



COULD YOU
GRIMACE SO
I KNOW YOU'RE
WORKING?



WHAT'S UP
WITH THE
FACE?



I'M PRACTIC-
ING MY WORK
GRIMACE.



THIS FACE SAYS, "I'M
SO OVERWORKED THAT
I CAN'T POSSIBLY DO
ANY MORE."



I'M ALSO GETTING A
MESSAGE OF INTESTINAL
DISCOMFORT.



IT'S A
SUBPLOT.





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HERE'S A LIST OF
GIFTS I RECEIVED
ON NATIONAL BOSS
DAY.



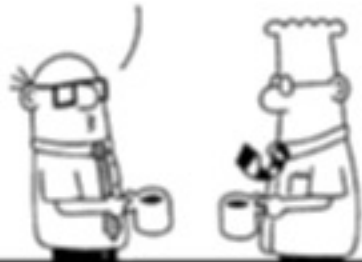
SORT THEM BY DOLLAR
VALUE AND ASSIGN
ANNUAL RAISES BASED
ON WHO GAVE THE MOST.



NOW I REGRET THE
SCULPTURE-O-GUM.



I'VE DECIDED TO
TEST MY MARKET
VALUE BY DOING
SOME INTERVIEWS.



WOULD YOU
LIKE SOME
INTERVIEW
TIPS?

NAH. I'LL
USE MY
INSTINCTS.



YOU'RE
AN HOUR
LATE!

YOUR MEN'S
ROOM IS LIKE
A PALACE.



WALLY INTERVIEWS

DO YOU MIND
IF I EAT A
SANDWICH
WHILE WE
DO THIS?



YES,
ACTUALLY
I...

CHOMP
CHOMP
CHOMP
MMM-MMM
MPH-UH



WHAT WOULD YOU SAY
IS YOUR BIGGEST
WEAKNESS?

CHEESE.



WALLY INTERVIEWS

THE JOB DOESN'T
HAVE A BASE
SALARY.



YOU'LL PAY US \$1,000
PER MONTH AND
WORK FROM HOME.
IF YOU MAKE ANY
MONEY FOR US, WE'LL
GIVE YOU 10%.



YOU'RE NOT ALLOWED
TO HAVE BUSINESS
CARDS. AND YOU CAN'T
USE OUR
NAME.

CAN I HAVE A
PRIVATE OFFICE
IN MY HOUSE?



I HAVE A JOB OFFER
FROM ANOTHER
COMPANY, BUT I'LL
GIVE YOU A CHANCE
TO BUY MY LOYALTY.



NOW I JUST SIT
BACK AND LET
THE LOVING
BEGIN.



AND
HIS
OPENING
OFFER IS...



THAT'S RIGHT.
WHACK HIM
IN THE
PARKING
LOT.



THE EMPLOYEE SATIS-
FACTION SURVEY SAYS
THEY DON'T TRUST
MANAGEMENT.



DON'T WORRY. I'LL
FIND OUT WHO FEELS
THAT WAY AND FIRE
THEM DURING THE NEXT
RETRENCHMENT.



PURR?
WHO
SAID
PURR?





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I NEED FIVE MINUTES
ON THE POINTY-HAIRED
BOSS'S CALENDAR.



NO CAN
DO.



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IF I GIVE YOU AN
APPOINTMENT, I'LL
JUST HAVE TO CANCEL
IT LATER WHEN SOME-
THING MORE IMPORT-
ANT COMES UP.



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WHAT'S
HE DOING
NOW?



COMBING
HIS
KNUCKLES.



CAROL, WHY DON'T
I HAVE ANY
MEETINGS TODAY?

YOUR MEETINGS
CREATE WORK FOR
ME, SO I CANCELED
THEM.

MAYBE I COULD
DROP IN ON SOME
PEOPLE.

HARPOON.

IT'S A HARPOON.
I SEE A LOT OF
THIS.



IT'S CAUSED BY
A COMBINATION OF
DOUGHNUT-EATING
AND AGITATING A
SECRETARY.



CAN
YOU
REMOVE
IT?



YES, BUT IT
WILL JUST
COME BACK
AT ANNUAL
REVIEW
TIME.

I HIRED MR. DOGBERT
TO WRITE THE F.A.Q.
FOR OUR WEB SITE.



THE KEY IS TO
ANTICIPATE OUR
CUSTOMERS' MOST
LIKELY QUESTIONS.



QUESTION 1: WHERE
DOES YOUR CEO LIVE?
I NEED TO KNOW SO
I CAN THROW YOUR
CRUDDY PRODUCT
THROUGH HIS BIGGEST
WINDOW.



DOGBERT WRITES A
F.A.Q. FOR THE
COMPANY WEB SITE

QUESTION 8: WHY WON'T
MY FILE OPEN WHEN
I'M EATING TOAST?



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ANSWER 8: THAT IS
THE STUPIDEST
QUESTION EVER! DO
NOT HAVE CHILDREN!



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I SURE HOPE
SOMEONE ASKS
THAT QUESTION.



HI. I'M CALLING TO
CHECK THE REFERENCES
OF YOUR EX-EMPLOYEE
NAMED TED.



WE HAVE A COMPANY
POLICY AGAINST GIVING
REFERENCES. BUT I'D
BE HAPPY TO DISCUSS
THE WEATHER WITH YOU.

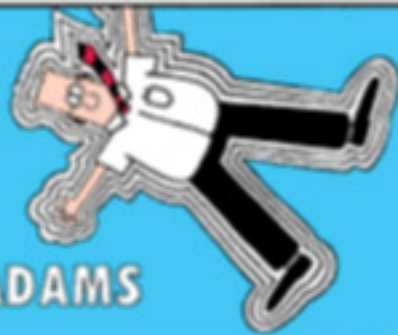


THE CLOUDS ARE MOVING
LAZILY ACROSS THE SKY,
AND EVERYONE THINKS
THEY'RE STUPID.





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TINA, I WANT
YOU TO WRITE
OUR ANNUAL
REPORT.

HOW SHOULD I
EXPLAIN OUR
POOR RESULTS?

JUST GIVE IT
A POSITIVE
SPIN.

IF YOU HAVE TO
ASK WHY OUR STOCK
KEEPS PLUMMETING,
YOU CAN'T AFFORD US.

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TINA WRITES THE
ANNUAL REPORT

ALL TRENDS ARE
POSITIVE.



FOOTNOTE 5: UNLESS
YOU CONSIDER OUR
CRUSHING DEBT,
MORONIC MANAGE-
MENT, AND AGING
PRODUCT LINE.



WHAT
FONT IS
THIS? IT'S
SO TINY.

ENRON
BEELZEBUB.



CAROL, YOU'RE THE
WORST SECRETARY
EVER. I HAVE TO
LET YOU GO.



YOU CAN'T FIRE
ME UNTIL YOU FILL
OUT THE INVOLUN-
TARY TERMINATION
FORM 904-B.



CAN YOU GET ME
ONE OF THOSE?

YEAH. I'LL
GET RIGHT
ON THAT.



I TOOK THE LIBERTY
OF CALCULATING
HOW RICH YOU'D
HAVE TO BE...



BEFORE I'D BE WILL-
ING TO DATE YOU.
THE NUMBER IS FOUR
TRILLION DOLLARS.



YOU'RE
HAPPILY
MARRIED.



THAT'S ALL
FACTORED
IN.



OUR TOTAL SALES
TO ELBONIA ARE
ONE PACKAGE OF
SOFTWARE.



THAT CAN ONLY
MEAN THAT THEY'RE
ENGAGED IN MASSIVE
SOFTWARE PIRACY.



WHEN I TOSS THE TINY
FRISBEETM, YOU LEAP
IN THE AIR AND CATCH
IT IN YOUR MOUTH.



I'D LIKE TO RETURN
THIS FRISBEETM. IT
DOESN'T FLY RIGHT.



THIS IS A SOFTWARE
CD. ONLY A TOTAL IDIOT
WOULD THINK IT WAS
A FRISBEETM.



IN MY DEFENSE, THE
USER'S MANUAL WAS
POORLY WRITTEN.

PLUS YOU'RE
A TOTAL
IDIOT.





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OUR SHAREHOLDERS
ARE SUING US FOR
MISLEADING THEM
ABOUT OUR FINANCIAL
PROBLEMS.



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SINCE WHEN IS IT
ILLEGAL TO SHAFT
INNOCENT PEOPLE
FOR PERSONAL
GAIN?



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DON'T PUT
THAT IN THE
MINUTES.

I'LL SEE
WHAT I
CAN DO.



COMPANY LAWYER

THE COURT ORDERED
US TO TURN OVER ALL
OF OUR E-MAIL
RECORDS.



GOSH, I SURE HOPE
THEY DON'T GET
DELETED DURING
REGULARLY SCHEDULED
SYSTEM MAINTENANCE.



OH NO.
THAT
WOULD
BE BAD!
WINK!
WINK!



GOOD GRIEF,
MAN! HOW
CAN YOU BE
FLIRTING AT
A TIME LIKE
THIS?



I NEED YOU TO DELETE
ALL OF OUR INCRIMIN-
ATING E-MAILS BEFORE
THE COURT SEES THEM.



THAT PLAN IS NO
GOOD BECAUSE I'D BE
A WITNESS TO THE
CRIME... UNLESS YOU
HAD ME KILLED.



PHASE TWO
IS NONE
OF YOUR
CONCERN.



IT HAS A
PHASE? ? ?



I'M AFRAID THAT MY
BOSS WILL TRY TO
KILL ME BECAUSE I
KNOW ABOUT HIS
MALFEASANCE.



I RECOMMEND THAT
YOU ASK TO MEET
HIM ALONE AT AN
ABANDONED WARE-
HOUSE.



IT WAS A MISTAKE TO
NAME YOU THE BEN-
EFICIARY ON MY LIFE
INSURANCE POLICY.



REMEMBER TO
INSULT HIS
GOONS.

BOB, MY BOSS MIGHT
BE PLANNING TO KILL
ME. WOULD YOU BE
MY BODYGUARD?



I CAN'T BECAUSE
I'M ALL BUSY
EATING A CARROT
STICK.



HOW ABOUT AFTER
YOU FINISH IT?

YOU MEAN
NAP TIME?
BE SERIOUS!



THE TROUBLE WITH
HIRING A HIT MAN
IS THAT YOU HAVE TO
HAVE HIM KILLED TO
COVER YOUR TRACKS.



THEN YOU NEED A
HIT MAN TO HIT THE
GUY WHO KILLED THE
HIT MAN. IT'S AN
ENDLESS CYCLE!



BUT ULTIMATELY,
IT'S ALL FREE, RIGHT?





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BY
SCOTT ADAMS





YOU KNOW WHAT
TWO THINGS ARE
VERY SIMILAR?



UNPAID OVERTIME AND
DEATH. THEY BOTH DENY
ME THE PLEASURES OF
BEING ALIVE.



HOW
ABOUT
A GOOD
NIGHT
KISS?

HEY,
YOU
FOUND
A THIRD
THING!

I AM THE
SPECTER
OF UNPAID
OVERTIME.

I WILL GUIDE YOU TO
THE SHADOWY REGION
THAT IS NEITHER LIFE
NOR DEATH. IT IS
EXISTENCE WITHOUT
MEANING.

WHERE
IS
THIS
AWFUL
PLACE?

RIGHT HERE.
AND IF ANY
STICKY NOTES
FALL ON THE
FLOOR, I'LL
RAKE 'EM UP.

SOMEDAY I HOPE
TO GET INTO THE
GRIM REAPING
FIELD.



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I DON'T MIND WORKING
THESE UNPAID OVERTIME
CASES, BUT JUST ONCE
I'D LIKE TO SEE ONE OF
YOU GUYS DIE.



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HEY, I JUST REALIZED
THAT MY RAKE IS VERY
BLUNT.

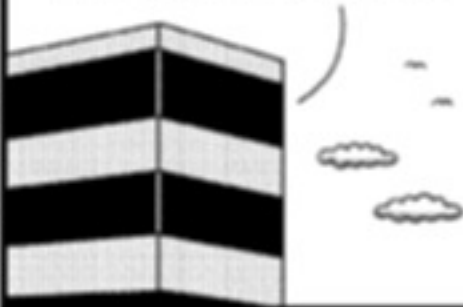


MANAGEMENT IS
PLEASED TO ANNOUNCE
THAT IT HAS A PLAN
TO MAKE YOUR PENSION
FUND SOLVENT.



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IN UNRELATED NEWS,
THE GUIDELINES FOR
WORKPLACE SAFETY
HAVE BEEN RELAXED.



OUR CEO REMINDS
YOU THAT SMOKING
IS COOL.



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THEN I WAS VISITED
BY THE SPECTER OF
UNPAID OVERTIME. HE
HIT ME WITH HIS RAKE
BECAUSE HE'S TRYING
TO BECOME A GRIM
REAPER.



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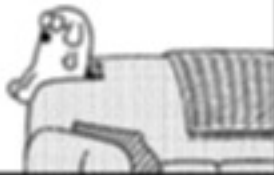
I JUST REALIZED THAT
I ONLY ENJOY YOUR
STORIES WHEN THEY
INVOLVE YOU GETTING
HIT BY A
RAKE.



THAT
ONLY
HAPPENED
ONCE.



I PLAN TO
TELL THE
GARDENER
THAT YOU
INSULTED
HIS WIFE.



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RESEARCH HAS SHOWN
THAT HAPPINESS IS NOT
RELATED TO ONE'S
ABSOLUTE LEVEL OF
WEALTH.



WHAT MATTERS IS
ONE'S RELATIVE WEALTH
COMPARED TO OTHER
PEOPLE.



SO, IF I DO A GOOD
JOB, COULD YOU CUT
THIS GUY'S PAY?





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BY

SCOTT ADAMS



HOW DOES MY
PROJECT FIT INTO
OUR COMPANY'S
OVERALL STRATEGY?



BEATS ME.
I DIDN'T EVEN
KNOW WE HAD
A STRATEGY.



NEVER ASK
A QUESTION
IF YOU DON'T
WANT TO
HEAR THE
ANSWER.



THAT'S
WHY I
NEVER
SAY "HOW
ARE YOU?"



EVERYONE MEET OUR
NEW TEAM MEMBER,
FLASHY.



GAAA!!!
SUDDENLY SO
HOT!!! BURNING!!!



FLASHY WILL
BE IN THE
CUBICLE BY THE
THERMOSTAT.



FLASHY, DO YOU
MIND IF I TURN UP
THE THERMOSTAT
A FEW DEGREES?

YES. IT'S
BOILING
IN HERE.

WOULD YOU MIND IF
WE BUILT A DEVICE
THAT WOULD REDIRECT
THE RADIANT HEAT
FROM YOUR BODY?

OKAY,
FINE.

I SHOULD
HAVE ASKED
MORE
QUESTIONS.

I SEE THAT YOU
HAVE LOTS OF
EXPERIENCE AS
A BOSS'S PET.



SHOW ME THE FACE
YOU'LL USE WHEN
YOU BULLY MY
STAFF BEHIND MY
BACK.

OKAY.



NICE USE
OF FOREHEAD
WRINKLES.
YOU'RE HIRED.



DON'T WORRY THAT
I MIGHT GIVE ALL OF
THE GOOD PROJECTS
TO MY PET EMPLOYEE.

PETRICIA, I'D LIKE YOU
TO EVALUATE CUTTING-
EDGE TECHNOLOGIES IN
HAWAII.

NOW, WHO'S LEFT
TO WAX MY BACK?

FOR A
BOSS'S
PET,
YOU'RE
NICE.

I SEE NO
REASON
TO BE
UNKIND

BUWHAHAHA! WE'RE
ALONE NOW, NERDLING!
DO MY BIDDING OR I
WILL EAT YOU ALIVE!!!

THEY ALWAYS
FORGET TO
FACTOR IN YOUR
HEAD SIZE.



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BY

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I OPENED A DANCE CLUB
THAT'S SO EXCLUSIVE
I DON'T ALLOW ANYONE
IN.



I PERSONALLY SCREEN
EVERY POTENTIAL
CUSTOMER UNTIL I
FIND A REASON TO
EXCLUDE.



HAVE YOUR DANCE
MOVES EVER INCORPO-
RATED THE AIR
GUITAR?



I'D LIKE TO HIRE
SOMEONE TO DO ALL
OF THE UNPLEASANT
PARTS OF MY JOB.



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THAT WAY I'LL BE
FREE TO CONCENTRATE
ON STRATEGY.



FAIR
ENOUGH.

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SECONDLY, I'D LIKE
TO HIRE SOMEONE
TO DO STRATEGY.



I'M WORKING 80 HOURS
PER WEEK AND YOU HIRE
SOMEONE TO DO *YOUR*
WORK???



LEAVE HIM ALONE
SO HE CAN THINK UP
GROUNDBREAKING
STRATEGIES.



SUCH
AS?

I CHANGED
YOUR JOB
TITLE TO "MY
UNDERLING'S
UNDERLING."



CAROL, DON'T LET THE
UNDERLINGS OF MY
UNDERLING COME INTO
MY OFFICE.



I CAN'T LEARN ANY-
THING USEFUL BY
LISTENING TO THE
LITTLE PEOPLE.



I RENEW
MY VOW TO
LURE YOU
INTO A
DEADLY
ACCIDENT !!



WHOA!
WHOA!
TELL IT
TO MY
UNDER-
LING.



I FOUND A WAY
TO DOUBLE MY
MANAGEMENT
CONSULTING
FEES.



I RECOMMEND
OUTSOURCING
YOUR JOB TO
INDIA.



I'LL DOUBLE YOUR
FEE IF YOU NEVER
SAY THAT AGAIN.



BOARD MEETING

I RECOMMEND OUT—
SOURCING YOUR CEO'S
JOB AND SAVING THE
COMPANY \$26 MILLION
PER YEAR.



FOR \$4 PER YEAR
YOU CAN HIRE AN
ELBONIAN CEO WHO
IS JUST AS GOOD
AS THIS GUY.



NOW DO YOU UNDER—
STAND WHY YOU
SHOULD HAVE RENEWED
MY CONSULTING
CONTRACT?





DILBERT®



BY

SCOTT ADAMS

REMEMBER TO
INCLUDE MY NAME
ON THE PATENT
APPLICATION.

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WHY? YOU
DIDN'T HELP.

THAT'S RIDICULOUS!
I'VE BEEN HELPING
YOU DESIGN THAT
THING FOR MONTHS!

I SAVED ALL THREE
OF YOUR E-MAILS.
ALLOW ME TO READ
THEM.

"DUDE, IS SOMETHING
WRONG WITH YOUR
BRAIN?"

LATER: "HEY, DILWEED,
MAYBE YOU SHOULD
REPLACE THE BACK-
PLANE WITH A GIZMO."

THEN MY PERSONAL
FAVORITE: "DILBAG,
I'M GLAD YOU TOOK
MY ADVICE TO LEAVE
THE BACKPLANE ALONE."

THAT'S
MY WAY
OF HELP-
ING.

IT'S GREAT.
YOU SHOULD
PATENT IT.

ALICE, THIS YEAR YOU
DID THE WORK OF FOUR
PEOPLE AND MADE OVER
\$10 MILLION FOR THE
COMPANY.



BUT ACCORDING TO
OUR WEB MONITORING
SOFTWARE, YOU USED
COMPANY RESOURCES TO
LOOK AT A WEATHER
WEB SITE.



THIEF.



WHAT
FRESH
HELL IS
THIS?

I'M LET-
TING MY
EYEBROWS
GROW OUT.



IF I COMB THEM
OVER MY EYES, NO
ONE CAN TELL THAT
I'M ASLEEP.



YOU'RE QUIET
TODAY.



WE NEED
THREE MORE
PROGRAM-
MERS.



USE
AGILE
PROGRAM-
MING
METHODS.



AGILE PROGRAMMING
DOESN'T JUST MEAN
DOING MORE WORK
WITH FEWER PEOPLE.



FIND ME SOME
WORDS THAT DO
MEAN THAT AND
ASK AGAIN.



MY NEW
MAGAZINE
IS CALLED
"GULLIBLE
WORLD."



THIS MONTH'S
COVER STORY IS
"SHED POUNDS
BY YELLING
AT YOUR
CHILDREN."



NEXT MONTH WILL BE
"EAT YOUR WAY TO
BEING A BETTER
PARENT."



WOULD YOU LIKE TO
BUY ADVERTISING
IN MY NEW MAGAZINE
CALLED "GULLIBLE
WORLD"?



WE HAVE BETWEEN
ONE AND TWO
BILLION READERS!



I FIGURED OUT
HOW TO MAKE
THREE READERS
SOUND LIKE A
LOT.



MAY I TAKE YOUR
PICTURE FOR A
FEATURE STORY IN
"GULLIBLE WORLD"
MAGAZINE?



IT'S A STORY
ABOUT HOW
ENGINEERING
MAKES YOU
SEXIER.



GOSH,
OKAY.

PERFECT. NOW ALL I
NEED IS SOMEONE TO
POSE FOR THE "AFTER"
PICTURE.





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BY

SCOTT ADAMS



I HIRED AN ABUSIVE,
LYING, BACK-STABBING,
CONTROL FREAK.



BUT DON'T WORRY,
BECAUSE I'M SENDING
YOU TO A CLASS ON
HOW TO DEAL WITH
DIFFICULT COWORKERS.



WOULDN'T
IT HAVE
BEEN
BETTER
TO...



I'VE
HEARD BAD
THINGS
ABOUT
THAT GUY.



WELCOME TO MY
SEMINAR ON DEALING
WITH DIFFICULT
COWORKERS.



DIFFICULT COWORKERS
GENERALLY FALL INTO
ONE OF THESE GROUPS.



THE ONLY WAY TO DEAL
WITH THEM IS TO
QUIT YOUR JOB AND
BECOME A SYNDICATED
CARTOONIST.

THANKS FOR
COMING.



I'LL BE RIGHT BACK.
I'M GOING TO GRAB A
TED SANDWICH BEFORE
THE MEETING.

A
WHAT?

THE FOOD PEOPLE
ALWAYS LEAVE ONE
SANDWICH IN THE
BREAK ROOM FRIDGE
LABELED TED. IT
TASTES LIKE HAM.

YOU'RE LOOKING
GOOD, TED. HAVE
YOU LOST WEIGHT?

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WHY DID
YOU LEAVE
YOUR LAST
JOB?

THEY ACCUSED ME
OF STEALING FOUR
COMPUTERS.

DID THEY
MAKE YOU
CONFESS?

I TOOK
THE
FIFTH.

GOOD
MORNING,
ALICE!

UH-OH,
A CUBICLE
COCKROACH.

ARE YOU WORKING
HARD OR HARDLY
WORKING? HA HA!

I MUST FIND
A WAY TO
KILL IT.

DO YOU
HAVE A
FLAME
THROWER?

I CAN'T
COMPLAIN;
NO ONE
WOULD
LISTEN!

HA HA! I'M THE
CUBICLE COCKROACH
THAT CANNOT
BE DESTROYED.



ONCE HIRED, NOTHING
CAN REMOVE ME FROM
MY CUBICLE. I AM
ETERNAL! HA HA!



I'M MOVING YOU
TO A SPECIAL
PROJECT.





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WHY IS IT UNETHICAL
FOR HUMANS TO CLONE
THEMSELVES?



MORALITY IS BASED ON
ACCEPTED NORMS. AND
ACCEPTED NORMS ARE
BASED ON MORALITY.



IT'S SELF
CAUSING?

IRONI-
CALLY,
YES.



AFTER THE MERGER,
WE'LL HAVE TWO CEOS
SHARING THE TOP JOB.



A SPOKESPERSON
EXPLAINED "IF OUR
STOCKHOLDERS DON'T
MIND PAYING ONE CEO
450 TIMES THE
AVERAGE EMPLOYEE'S
SALARY..."



... THEY SHOULDN'T
MIND DOING IT
TWICE."



AFTER THE MERGER,
WE'LL BE SHARING THE
JOB OF CEO.



WE GET ALONG GREAT,
JUST LIKE AN OLD
MARRIED COUPLE. HA
HA HA!



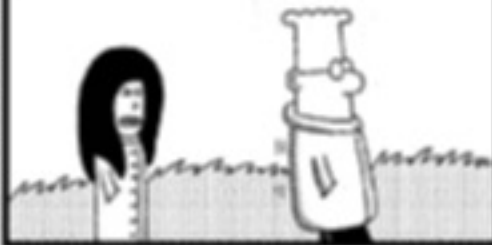
HE'S THE
WIFE.



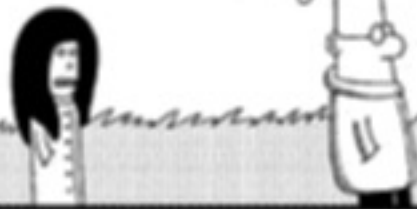
SO, WHAT'S IT
LIKE TO BE IN A
BAD MOOD ALL OF
THE TIME?



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SOMETHING TELLS
ME THAT SHOWING
INTEREST ISN'T
WORKING.



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GREAT. THE ONLY
SEAT IS NEXT TO
HAMMERHEAD
BOB.

I'M LEARNING ESP
SO I CAN START
BUTTING INTO
PEOPLE'S PRIVATE
THOUGHTS.

I SENSE ANNOYANCE,
YET THERE SEEMS TO
BE NO CAUSE.

HAMMERHEAD BOB

HEY, WHAT ARE YOU
TALKING ABOUT? I'M
AN EXPERT ON MANY
TOPICS.



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TRY TO GET THIS
THROUGH YOUR THICK
HEAD: YOU ARE NOT
WELCOME IN OUR
CONVERSATION.



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IRRITABLE, EH?
TRY CRAMP BARK AND
DANDELION ROOT.





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UM... WHY
ARE YOU HERE?



ORIGINALLY I WAS
SEDUCED BY THE SMELL
OF YOUR FRESHLY
BREWED COFFEE AND
TEMPTING PASTRIES.



BUT NOW I'M ALL
ABOUT CROSS-
CHARGING MY TIME
TO YOUR PROJECT.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

ED, YOU SEEM
DISGRUNTLED.



YOU NEED 30
MINUTES IN
THE EMPLOYEE
RATIONALIZER.



I ... I ... DON'T MIND
BAD MANAGEMENT
BECAUSE ... THE
COMMUTE IS
EASY.

BETTER.



MEET
OUR NEW
SOURPUSS



I HEARD THAT EVERY
OFFICE HAS ONE.
AND WE DIDN'T, SO
I WENT OUT AND
GOT ONE.



DOES ANY-
THING EVER
SOUND LIKE
A BAD IDEA
TO YOU?



LEADER-
SHIP IS
90% OPTI-
MISM.



DOES ANYONE HAVE
AN ISSUE WITH THE
PLAN AS I'VE OUT-
LINED IT?



KAH!
KAH!
KAH!



I'M WITH
SOURPUSS.



SOURPUSS

WHEN LIFE GIVES
YOU LEMONS. . .



CHOKES ON 'EM
AND DIE.



YOU STUPID
LEMON EATER.



SOURPUSS

WHATEVER YOU'RE
DOING THERE LOOKS
LIKE A COMPLETE
WASTE OF TIME.



IF YOU BEAT YOUR
HEAD AGAINST THE
WALL, THAT DOESN'T
MAKE IT A DRUM.



PEOPLE SAY THE GLASS
IS HALF FULL. BUT
THEY DON'T SAY OF
WHAT.





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I TOLD OUR CEO THAT THE DESIGN WOULD BE DONE IN A MONTH. HE'S ECSTATIC!

THAT WOULD BE GOOD EXCEPT THAT I TOLD YOU IT WON'T BE DONE FOR SIX MONTHS.

OOH.

SO, I GUESS YOU'LL HAVE TO TELL HIM.

IT'S TOO LATE.

HE ALREADY ISSUED A PRESS RELEASE.

YOU'LL HAVE TO FINISH THE DESIGN IN A MONTH.

THE ONLY WAY TO DO IT IN A MONTH IS TO ACCEPT MASSIVE DESIGN FLAWS THAT WILL DESTROY A BILLION DOLLAR LINE OF BUSINESS.

THAT'S OKAY. MY STOCK OPTIONS ARE SO UNDERWATER THAT IT WON'T MAKE ANY DIFFERENCE.

I'LL JUST BLAME ALL OF THE PROBLEMS ON THE CHINESE COMPANY THAT MANUFACTURES OUR PRODUCTS.

ULTIMATELY, IT'S THE CEO'S FAULT FOR FAILING TO GIVE ME PROPER INCENTIVES.

TOPPER

I RAN SIX
MILES EVEN
THOUGH I
WAS SORE.

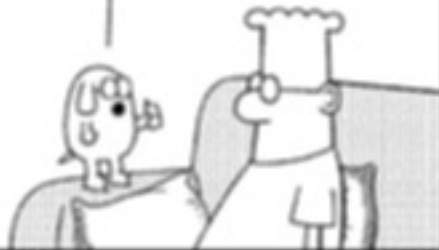
THAT'S
NOTHING.

I BROKE MY LEG
AND HOPPED ALL
THE WAY TO WORK
THIS MORNING.

YOU HOPPED
40 MILES ON
YOUR ONE
GOOD LEG?

ON THE
BROKEN
ONE.

I'M STARTING
DOGBERT'S SELFISH
CELL PHONE COMPANY.



IT HAS NO PHONE
NUMBER. YOU CAN CALL
PEOPLE AND BOTHER
THEM WHEN THEY'RE
BUSY, BUT THEY CAN'T
DO THE SAME TO YOU.



HI MOM. OH, NOTHING.
I'M JUST WALKING
SOMEPLACE.



STOP
BOTHER-
ING ME!

V.P. OF ENGINEERING

THEN I HAD THE IDEA
OF SAVING MONEY BY
COMBINING OUR FOUR
DATABASES.



EXCUSE ME. THAT
WAS ALICE'S IDEA.
YOU SAID IT WAS
IMPOSSIBLE, SO
SHE DID IT ON
HER OWN TIME.



CARRY ON. I'LL
JUMP IN IF I
NOTICE ANY
MORE ERRORS.



I'M VIJAY, THE
WORLD'S MOST
DESPERATE VENTURE
CAPITALIST.



THE VC BUSINESS IS
MORE COMPETITIVE
THAN EVER. I'M GOING
TO STALK YOU UNTIL
YOU COME UP WITH AN
IDEA WORTH
FUNDING.



NO PRESSURE, BUT
ALL OF MY KIDS HAVE
CROOKED TEETH.

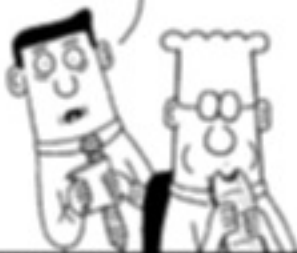


VIJAY, THE WORLD'S
MOST DESPERATE
VENTURE CAPITALIST

DOES ANYONE NEED
A NAPKIN TO WRITE
ON?



WHAT ARE YOU
THINKING RIGHT
NOW? COULD IT BE
A BUSINESS PLAN?



TAKE MY
MONEY!!!
TAKE IT!!!



HE'S
NICE.

VIJAY, THE WORLD'S
MOST DESPERATE
VENTURE CAPITALIST

YOU TWO HAVE GOOD
MATH GRADES.



IF YOU GROW UP AND
MARRY AND PRODUCE
A LITTLE ENGINEER
BABY, I WANT TO
INVEST IN ITS FIRST
IDEA.



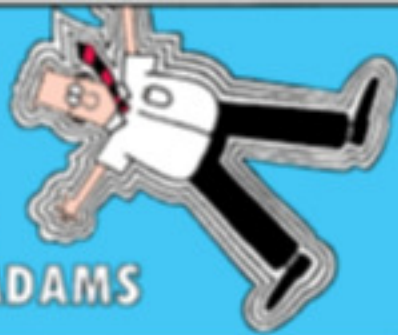
PLEASE
DON'T
BE TOO
LATE!

DUDE, WE'RE
ALREADY
LOOKING FOR
MEZZANINE
FUNDING.





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BY
SCOTT ADAMS

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I'D LIKE TO BUY SOME INSURANCE, BUT I DON'T KNOW MUCH ABOUT IT.

YOU NEED MY SPECIAL INDEMNITY CASUALTY WHOLE LIFE UMBRELLA RIDER BINDER.

WHAT DOES IT COVER?

I CAN'T ANSWER THAT DIRECTLY.

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JUST READ THAT LIST OF EXCLUSIONS. ANYTHING NOT IN THERE IS COVERED.

DOES IT COVER ACTS OF GOD?

YES, UNLESS YOU PRAY TO THE WRONG ONE.

HOW DO I KNOW IF IT'S THE WRONG GOD?

IF YOU BUY THIS INSURANCE, AND LIGHTNING DOESN'T STRIKE ME, TRY ANOTHER GOD.

CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

THE DOWNSIZING WILL
BE HANDLED IN THE
MOST HUMANE WAY I
COULD THINK OF.



I HIRED A GIANT DUNG
BEETLE TO ROLL THE
POOR PERFORMERS INTO
A BALL AND OUT THE
DOOR.



I CAN'T GET THE
MARKETING ONES TO
STICK. THEY KEEP
SLIDING OFF.



YOUR RESUME SAYS
YOU'RE SOME KIND
OF INTERMEDIATE
SPECIES.

THAT'S
RIGHT.

I'M HALFWAY BETWEEN
HOMINID AND OYSTER.
SOMEDAY I HOPE MY
LIGHT-SENSITIVE
BLOB WILL BECOME
AN EYE!

I DON'T
THINK
WE CAN
USE YOU.

OH, MAN,
YOU'RE
GIVING ME
A SERIOUS
PEARL.

WALLY, YOU'VE BEEN CHARGING YOUR TIME TO SEVERAL PROJECTS, BUT NO ONE HAS EVER SEEN YOU WORK.



YOU CAN'T SEE THE WIND EITHER, BUT SURELY YOU DON'T DOUBT THAT IT EXISTS.



I'VE ALSO GOTTEN COMPLAINTS ABOUT THE EXISTENCE OF YOUR WIND.

I REST MY CASE.



OUR NEW PRODUCT IS
A CABLE THAT DOESN'T
ATTACH TO ANYTHING.



WE HOPE TO CREATE
DEMAND VIA A SERIES
OF COMMERCIALS SHOW-
ING YOUNG PEOPLE
DANCING.



AND THEN WE'LL ALL
GO STRAIGHT TO HELL.

HE DIDN'T TAKE
THE LAST ROUND
OF BUDGET CUTS
WELL.



THIS POWERPOINT
SLIDE COULD CHANGE
OUR ENTIRE COMPANY
STRATEGY.

THE REST OF THE
INDUSTRY WOULD
HAVE TO COPY US,
AND THAT COULD
CHANGE THE ENTIRE
WORLD!

SOMEONE HAS
BEEN HAVING
DELUSIONS OF
EFFECTIVENESS.

A black and white comic panel showing Dilbert sitting at his desk in an office cubicle. He is looking at a computer monitor. A thought bubble originates from his head, containing the text "I AM ENTERING THE POWERPOINT ZONE." The cubicle walls are visible in the background.

I AM ENTERING
THE POWERPOINT
ZONE.

A black and white comic panel showing Dilbert sitting at his desk. He is looking at a computer monitor. A thought bubble originates from his head, containing the text "I NO LONGER FEEL THE NEED TO CHANGE THE REAL WORLD AS LONG AS I CAN CHANGE THESE BULLET POINTS." Dilbert is wearing his signature tie.

I NO LONGER
FEEL THE NEED TO
CHANGE THE REAL
WORLD AS LONG AS I
CAN CHANGE THESE
BULLET POINTS.

A black and white comic panel showing Dilbert's boss on the left, looking towards Dilbert. Dilbert is on the right, standing and holding a remote control. He is speaking to the boss.

HOW MUCH IMAGINARY
PRODUCTIVITY DID
YOU HAVE TODAY?

EIGHT
SLIDES!



DILBERT®



BY

SCOTT ADAMS



I NEED TO USE UP
MY BUDGET BEFORE
THE END OF THE YEAR
OR ELSE I'LL GET LESS
NEXT YEAR.



SO I'LL BE FLEXIBLE
ABOUT APPROVING
EXPENSES FOR A FEW
DAYS. WINK, WINK.



NICE
COFFEE—
HOLDING
PANDA.



YOU SHOULD
SEE THE ONE
THAT ISN'T
PREGNANT.



DOGBERT'S TECH SUPPORT

TRY REBOOTING
YOURSELF.



CLONE YOURSELF, PUT
THE CLONE UP FOR
ADOPTION, AND HOPE
INTELLIGENCE CAN BE
INFLUENCED BY THE
ENVIRONMENT.



EVIDENTLY YOUR
PARENTS SLAPPED
TOGETHER VERSION 1.0
OF YOU AND HOPED NO
ONE WOULD NOTICE
THE BUGS..



ALICE, CAN YOU SHOW
THE NEW GUY HOW TO
DO A PROJECT STATUS
REPORT?



HE DOESN'T READ THEM,
SO WE ALL USE A RANDOM
PHRASE GENERATOR. I'LL
E-MAIL IT TO YOU.

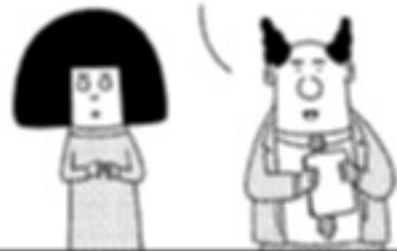


YOU SAID
THAT IN
FRONT
OF HIM.

HE ONLY
LISTENS
WHEN HE'S
TALKING.



THE EMPLOYEE OF
THE MONTH IS TINA,
FOR ALL OF THE UM...
VARIOUS WORK THAT
SHE DOES.



YOU HAVE STRIPPED
THIS AWARD OF ITS
MEANING BY SHOWING
THAT YOU DON'T EVEN
KNOW WHAT MY JOB IS.



IT'S AS IF
YOU'VE NEVER
LISTENED TO
ANYTHING
I'VE EVER
SAID.

YOU'RE
WELCOME!



IS THAT
YOUR
RÉSUMÉ?

IT'S
TED'S.

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WHEN THE POINTY-
HAired BOSS WALKS
TOWARD THE SHARED
PRINTER, I PRINT
TEN COPIES.

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IT TURNS
OUT THAT
I'M NOT A
PEOPLE
PLEASER.

DISLOYAL
@!@!@!

WE SHOULD JOIN
THE INDUSTRY
CONSORTIUM THAT'S
PROMOTING WEB
SERVICES STANDARDS.



RUN THAT PAST
THE CONSORTIUM
APPROVAL REVIEW
BOARD AND GET A
SIGN-OFF FROM THE
EXECUTIVE BOARD
OF REVIEW BOARD
REVIEWERS.



DO
THOSE
EXIST?

IN A
PERFECT
WORLD,
YES.





DILBERT®



BY

SCOTT ADAMS

WE'RE GOING TO HAVE AN EMPLOYEE APPRECIATION DAY ON THE 8TH!



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THAT'S A SUNDAY.



THAT'S THE BEST DAY FOR A POTLUCK LUNCH. YOU'LL HAVE ALL DAY SATURDAY TO MAKE A DISH TO SHARE!



I'LL NEED A VOLUNTEER TO ORGANIZE EVERYTHING. LET'S SEE... WHICH ONE OF YOU IS THE WOMAN?



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BRING JACKETS. IT'S SUPPOSED TO BE ABOUT 45 DEGREES IN THE PARK THAT DAY.



I WON'T BE ABLE TO ATTEND BECAUSE I DO PERSONAL STUFF ON WEEKENDS.



TAKE PICTURES!



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I HOPE NO ONE ELSE BROUGHT A PINE CONE APPETIZER.



NOTE FROM THE AUTHOR

APPROXIMATELY ONE
GAZILLION PEOPLE HAVE
SUGGESTED I DRAW A
COMIC BASED ON THE
FOLLOWING IDEA.



AS YOU WILL SEE, THIS
IDEA IS NOT FUNNY. BUT
I GIVE IT TO YOU ANY-
WAY BECAUSE I CAN'T
RESIST PEER PRESSURE.



UNFUNNY COMIC

IF YOU CAN'T CONNECT
TO THE NETWORK,
SEND A TROUBLE
REPORT BY E-MAIL.



HAPPY?

UH-OH. WHY AM I
STILL HERE? WHAT'S
HAPPENING TO ME?



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I VIOLATED THE
THIRD WALL AND
NOW I CAN'T GET
OUT!



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DOGBERT?
IS THAT
REALLY
YOU???



NO, I'M
TOTO. WE
MUST
FOLLOW
THE YELLOW
STICKY-NOTE
ROAD.



WILL THE YELLOW
STICKY-NOTE ROAD
LEAD ME HOME?

NOT
DIRECTLY.



WE'RE OFF TO SEE THE
WONDERFUL WIZARD
OF LANDFILL. HE'LL
KNOW HOW TO GET
YOU HOME.



HOLY #12\$,
I HOPE THIS
ISN'T HIM.



COFFEE...
CUP...
NEED...
CAFFEINE...



HERE'S YOUR COFFEE.
MAYBE THE WIZARD
CAN GIVE YOU SOME
AMBITION.



AREN'T YOU AFRAID
THAT THE WICKED
WITCH WILL SEND
HER WINGED CAT
AFTER US?



I NEED HEADCOUNT
FOR MY PROJECT.
BRING THEM TO ME!



WE'RE OFF TO SEE THE
WIZARD OF LANDFILL.
HE'LL GIVE YOU SOME
AMBITION AND HE'LL
SHOW ME HOW TO GET
HOME.



CAN WE GO TOO? I NEED
EXPERIENCE... AND HE
NEEDS A BRAIN, HEART,
SOUL, AND A STRATEGIC
VISION.



NO I
DON'T.
YOU'RE
FIRED!

AND A
JOB... I
NEED
A JOB.



OH GREAT WIZARD OF
LANDFILL, CAN YOU
SHOW ME HOW TO GO
HOME? ... ALSO, MY PALS
NEED EXPERIENCE AND
AMBITION.



YOU'RE HERE BECAUSE
YOU RAN OUT OF GOOD
IDEAS. ... HERE ARE A
FEW GEMS ABOUT THE
IDIOTS WHO MANAGE
MY COMPANY.



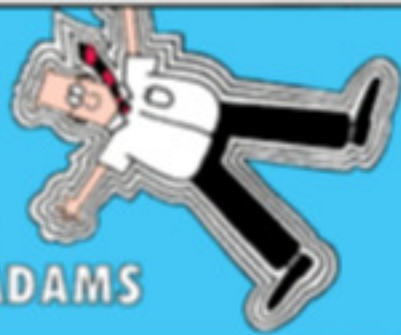
THERE'S NO PLACE
LIKE MY HOME
OFFICE. ... THERE'S
NO PLACE LIKE MY
HOME OFFICE. ...



HE WAS
CREEPY.



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BY
SCOTT ADAMS



YOUR RÉSUMÉ LOOKS
GREAT. I SEE NO REASON
YOU WOULDN'T BE AN
EXCELLENT PHONE
CENTER EMPLOYEE.



MWAB BLAH GLOB
WOBMAH TOB MUH
WAH WAH.



THIS JOB GOT A LOT
LESS STRESSFUL ONCE
I REALIZED I HATE
OUR CUSTOMERS.



WELCOME TO DOGBERT'S
RETIREMENT PLANNING
SEMINAR.



DON'T TELL ANYONE
THAT YOU RETIRED.
JUST KEEP COMING TO
WORK AND COLLECTING
MONEY FOR THE WEEKLY
LOTTERY POOL. THEN
SPEND IT ON FOOD.



I WANT MY
DOLLAR BACK.



DOGBERT'S RETIRE-
MENT PLANNING SEMINAR

I'LL SHOW YOU HOW
TO SPEND YOUR GOLDEN
YEARS ON THE GOLF
COURSE.



GET A JOB CADDYING
FOR PEOPLE WHO HAVE
BETTER JOBS THAN
YOU.



NEVER PAY RENT
AGAIN, THANKS TO
THE PATENTED DOG-
BERT BREATHING
TUBE FOR SAND TRAPS!



THE NEW GUY USED TO
BE A FREE-RANGER.
LET'S GO WATCH HIM
GET BROKEN.

I'M
THERE.

THEY SAY HE WAS A
PHOTOGRAPHER. NEVER
BEEN CUBICLED.

HE'LL BE
TOUGH.

I'LL LASSO HIM
WITH THE NECK-
TIE AND YOU PUT
THE EMPLOYEE
MANUAL ON HIS
BACK.

I USED TO BE A
PHOTOGRAPHER, WILD
AND UNSUPERVISED.
I TASTED THE SWEET
NECTAR OF FREEDOM.



FILL OUT YOUR TIME
REPORT IN 15-MINUTE
INCREMENTS SO WE
ALWAYS KNOW WHAT
YOU'RE DOING.



ATTEMPTED SELF-
STRANGULATION IS
CODE 39. IF YOU
SUCCEED, IT'S 40.



THE EX-PHOTOGRAPHER
I HIRED ISN'T DOING
WELL IN CAPTIVITY.



IS HE
DYING?



NOT YET. IT'S
MORE OF A PANDA
SITUATION.



WOULD
YOU LIKE
TO MATE?



I COULDN'T
BE LESS
INTERESTED.





DILBERT®



BY
SCOTT ADAMS

I GAVE TOM HIS TWO WEEKS' NOTICE. YOU'LL HAVE TO DO HIS JOB UNTIL I REPLACE HIM.

HE'S A BIT DIS-GRUNTLED, BUT I'M SURE HE'LL BE A PROFESSIONAL AND TRAIN YOU BEFORE HE LEAVES.

I WAS SHOCKED AND APPALLED TO HEAR THAT YOU GOT FIRED.

HE ISN'T BUYING MY FAKE SYMPATHY

SOOO... HOW ABOUT A LITTLE TRAINING?

EVERYTHING YOU NEED IS IN THIS IRREPLACEABLE BINDER.

CHOMP
CHOMP
CHOMP

I PROBABLY WON'T GET YOU A CARD.

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I BOUGHT YOU A
BUMPER STICKER
THAT SAYS YOU
GIVE MONEY TO
POLICE CHARITIES.



NOW YOU CAN IGNORE
TRAFFIC LAWS WITH
TOTAL IMPUNITY.



THIS IS
THE GREATEST
BUMPER STICKER
EVER.



CEO VISITS

WE BOUGHT OUR
COMPETITOR AND WE
PLAN TO INTEGRATE
THEIR PRODUCT LINE
INTO OURS.



DID ANYONE TELL YOU
THAT THEIR PRODUCTS
ARE WORTHLESS PIECES
OF GARBAGE? MAYBE
THAT'S WHY THEY SOLD
THE COMPANY.



I MEAN
CONGRATU-
LATIONS.



DILBERT, COME UP WITH
A PLAN TO INTEGRATE
OUR PRODUCT WITH THE
ONE WE ACQUIRED
THROUGH THE MERGER.



OKAY. MY PLAN IS TO
THROW AWAY THE
COMPETITOR'S PROD-
UCT BECAUSE IT'S JUST
A CHEAP KNOCK-OFF
OF OUR PRODUCT.



HOW ABOUT
A PLAN THAT
DOESN'T
MAKE OUR
CEO LOOK
LIKE A
MORON?

HE
COULD
STOP
WEARING
SLEEVELESS
SWEATERS.



MY BOSS WANTS ME
TO INTEGRATE A
GREAT PRODUCT WITH
A TERRIBLE ONE JUST
TO VALIDATE OUR
MERGER.



IS IT ETHICAL FOR
ME TO STALL FOR A
MONTH UNTIL HE
FORGETS WHAT HE
ASKED FOR?



SURE. YOU
CAN EVEN
HIT HIM
WITH A
ROCK TO
SPEED UP
THE FOR-
GETTING.



MAYBE I'M
ASKING THE
WRONG
ETHICIST.



DOGBERT'S TECH SUPPORT

BEFORE I CAN HELP
YOU, I NEED YOUR TECH
SUPPORT PRODUCT
IDENTIFICATION
CODE.



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YOU CAN FIND IT BY
GOING TO YOUR LOCAL
LANDFILL AND DIGGING
UNTIL YOU SEE YOUR
PRODUCT'S ORIGINAL
PACKAGING.



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BUT DON'T DISTURB
THE SEAGULLS OR
THEY'LL PECK OFF
YOUR FACE.



PHEW! THAT WAS A
NICE FOUR-MILE
WALK.

REFRESHING!

WANT TO
WATCH
SOME TV?

AFTER I
FINISH
THIS
CALL.

DOGBERT'S TECH SUPPORT

THANKS FOR HOLDING.
THERE'S NOTHING IN
THE DATABASE ABOUT
YOUR KIND OF PROBLEM.

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DILBERT®



BY
SCOTT ADAMS

WE CAN'T START
DESIGNING THE PRODUCT
UNTIL SOMEONE TELLS
US WHAT FEATURES IT
SHOULD HAVE.



THAT'S LIKE SAYING
YOU CAN'T PLAY ON
THE BEACH UNLESS
YOU KNOW HOW
MANY GRAINS OF
SAND THERE ARE.



UM... I DON'T
THINK IT'S VERY
MUCH LIKE THAT.



ANALOGY POLICE.
COME WITH ME.



ARE YOU TAKING ME
TO JAIL FOR MAKING
A BAD ANALOGY?



THE ANALOGY POLICE
DON'T USE A REAL JAIL.
WE USE SOMETHING
SIMILAR.



YOU'LL BE
HERE WITH
THIS
BEAUTIFUL
WOMAN.



REALLY?
THAT'S
NOT SO
BAD.



SHE'S THE
ONE BEING
PUNISHED.



YOUR
NECKTIE
IS LIKE
HITLER
AT AN
ICE RINK.



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DID YOU EVER COME
TO WORK ON MONDAY
AND REALIZE THAT
YOU FORGOT HOW TO
DO YOUR JOB?



ONLY A TOTAL MORON
WOULD FORGET OVER
THE WEEKEND HOW TO
DO HIS JOB.



O-O-O-KAY. I'M
STARTING TO
REMEMBER WHO
YOU TWO ARE.



WALLY,
WHAT'S THE
STATUS ON
THE RDP
PROJECT?

AM I
WORK-
ING ON
THAT
ONE?

YOU'VE
BEEN IN
CHARGE
OF IT
FOR A
YEAR.

OH. IN
THAT
CASE,
IT'S
ALMOST
DONE.

HALF OF BEING A
MANAGER IS LIVING
WITH A VAGUE FEEL-
ING OF UNEASINESS.



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A black and white comic strip panel showing Dilbert sitting at a conference table. He is looking towards the left. A speech bubble from him says "HI EVERY-ONE. SORRY I'M LATE." To his right, another person is partially visible, looking at Dilbert. There are papers and a pen on the table.

HI EVERY-
ONE. SORRY
I'M LATE.

A black and white comic strip panel showing Dilbert at the head of the conference table. He is speaking. To his left, a woman is looking at him. To his right, another man is looking at him. There is a cup on the table.

I HAVE THE WORST
CASE OF JET LAG EVER.
I'M STILL A BABY IN
THIS TIME ZONE.

A black and white comic strip panel showing a woman on the left side of the conference table. She is speaking. Dilbert is on the right, looking at her. The woman to his left is also looking at him.

I DON'T
THINK IT
WORKS
THAT
WAY.

HEY, I
JUST GOT
A CRAZY
IDEA.

HE WASN'T WEARING
AN I.D. BADGE. WE
THINK HE'S SOME
SORT OF SPY.



DON'T LOOK DIRECTLY
AT HIM. HIS POWER
OF CUTENESS IS TOO
STRONG.



AW, GEEZ.
I SAY DON'T
LOOK AND YOU
LOOK RIGHT
AT IT.



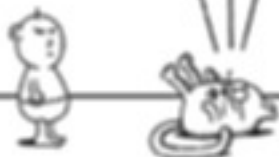
YOUR POWERS
OF CUTENESS ARE
FORMIDABLE INDEED,
BUT CAN YOU DO...



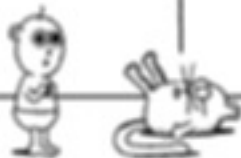
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THIS?



OH CRUD. YOU
WIN. WHY DO
I EVEN TRY?



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YOU'RE TOO
CUTE TO WORK IN
ENGINEERING. I'M
TRANSFERRING YOU
TO SALES.



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NO ONE WANTS
TO HURT A BABY.
USE THAT TO
YOUR ADVANTAGE.



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AND IF YOU BUY
THE DELUXE PACKAGE I
WON'T BE EMOTIONALLY
SCARRED FOR LIFE.





DILBERT®



BY
SCOTT ADAMS

I'LL NEED TO KNOW
YOUR REQUIREMENTS
BEFORE I START TO
DESIGN THE SOFTWARE.



FIRST OF ALL,
WHAT ARE YOU
TRYING TO
ACCOMPLISH?



I'M TRYING TO
MAKE YOU DESIGN
MY SOFTWARE.



I MEAN WHAT ARE
YOU TRYING TO
ACCOMPLISH WITH
THE SOFTWARE?



I WON'T KNOW WHAT
I CAN ACCOMPLISH
UNTIL YOU TELL ME
WHAT THE SOFTWARE
CAN DO.



TRY TO GET THIS
CONCEPT THROUGH YOUR
THICK SKULL: THE
SOFTWARE CAN DO
WHATEVER I DESIGN
IT TO DO!



CAN YOU DESIGN
IT TO TELL YOU
MY REQUIREMENTS?



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WHAT DOES MFU2
MEAN ON YOUR
TIMELINE?



THAT'S MANAGEMENT
FOUL-UP NUMBER TWO.
IT USUALLY HAPPENS
AROUND THE THIRD
WEEK.



WE DON'T ANTICIPATE
ANY MANAGEMENT
MISTAKES.

THAT'S
MFU1



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

ALICE, YOU'VE BEEN
ACCUSED OF MAKING
DISMISSIVE FACIAL
EXPRESSIONS.

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YOU HAVE ALSO
MUTTERED THE
FOLLOWING SOUNDS
DURING MEETINGS:
PIFF, BAH, FFFF, AND
SSSTOOP.



DID ANYONE COMPLAIN
ABOUT THIS EXPRES-
SION? I LIKE TO USE IT
IN THESE SITUATIONS.



NO,
THAT'S
STILL
GOOD.

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HEY, DILBERT, WOULD YOU MIND STOPPING BY MY HOUSE AFTER WORK AND SEEING IF YOU CAN FIX MY COMPUTER?



SURE. AND WHILE I DO THAT YOU CAN BE AT MY HOUSE CLEANING THE GROUT IN MY SHOWER.



THAT'S CRAZY TALK.



HEY, I'M NOT THE ONE WHO MAJORED IN COMPARATIVE LITERATURE.



I WAS WONDERING
IF YOU COULD STOP
BY THIS WEEKEND
AND SHOW ME HOW
TO INSTALL MY
WIRELESS NET-
WORK.



UNDER WHAT THEORY
ARE THE COMPETENT
OBLIGED TO HELP THE
INCOMPETENT?



WOW.
THIS IS
AWK-
WARD.

WATCH
WHAT
HAPPENS
WHEN I
JUST
STARE AT
YOU.



DILBERT, I'D LIKE
YOU TO ACCOMPANY
ALAN ON A SALES
CALL.



YOU'LL EXPLAIN HOW
OUR PRODUCT WORKS
WITH THEIR CURRENT
SYSTEM. ALAN WILL
CRACK JOKES AND
COLLECT A HUGE
COMMISSION.



IT MIGHT SOUND
UNFAIR, BUT THESE
ARE GOOD JOKES.

LIKE "WHAT
CAN I DO
YOU FOR?"



THE SALES CALL

I BROUGHT MY EGG-
HEAD TO TALK TO YOUR
EGGHEAD WHILE YOU
AND I MAKE OUT.



OUR WEB SERVICES
EMPLOY XML, SOAP AND
WSDL TO ACHIEVE
INTEROPERABLE HTTP
MODULES.



DO YOU
EVER THINK
WE MIGHT
BE IN THE
WRONG
JOBS?

I'M NOT
GOING TO
KISS YOU.





DILBERT®



BY

SCOTT ADAMS



HEH HEH! I'LL TURN
MY MONITOR SO NO
PASSERSBY CAN SEE
WHAT I'M DOING.

IS HE WORKING?
DANG! I CAN'T
TELL.

I'M START-
ING TO
THINK I
CAN'T READ
PEOPLE.

DUDE.
I WASN'T
KIDDING.
COME BACK
LATER!

ASOK, YOU'RE
MY NEW FIRE
WARDEN FOR
THE FLOOR.



IF THERE'S A FIRE,
YOUR JOB IS TO ROLL
AROUND ON IT UNTIL
IT'S OUT.



WHAT IF
THE WHOLE
FLOOR IS
ON FIRE?



NO ONE
WILL BE
TIMING
YOU.



I'M TOO BUSY
TO LEARN ANYTHING
ABOUT THE PROJECTS
I'M MANAGING.



I BARELY HAVE
ENOUGH TIME TO
MAKE CRITICAL
DECISIONS ABOUT
THEM.



MAYBE
YOU'RE
LAZY
AND
STUPID.



LET'S GO
DOWN TO
THE POND
AND THROW
ROCKS AT
THE DUCKS.



WELCOME TO
DOGBERT'S SCHOOL
FOR ZOMBIES AND/OR
CERTIFIED PROJECT
MANAGERS.



THE TRAINING IS
THE SAME FOR EITHER
PROFESSION. THE MAIN
DIFFERENCE IS THAT
ZOMBIES GET MORE
SUN.



REPEAT AFTER ME:
I WANT TO CALENDAR
AN ON-SITE POST
CUTOVER SUPPORT
REVIEW MEETING.



CERTIFIED PROJECT
MANAGEMENT ZOMBIE

LET'S REVIEW OUR
ASSUMPTIONS, RISKS,
AND CONSTRAINTS.



YOUR PROJECT
MANAGEMENT STYLE
IS PUTTING MY JOIE
DE VIVRE AT RISK.



IT'S FUNNY
BECAUSE I DON'T
HAVE ANY.



I HEARD THAT YOU'RE
A CERTIFIED PROJECT
MANAGEMENT ZOMBIE.
IS THAT TRUE?



I'M AN ASSERTIVE AND
INNOVATIVE PROFES-
SIONAL, EXPERIENCED
IN PROJECT AND OPER-
ATIONS MANAGEMENT
METHODOLOGY AND
PROCESS DEVELOPMENT.



HE
DIDN'T
SEEM
DANGER-
OUS.



I JUST SAT
THROUGH A
THREE-HOUR
PROJECT
REVIEW
MEETING.





DILBERT®



BY
SCOTT ADAMS



THERE'S NO GOOD
WAY TO ASSIGN
A BAD PROJECT.



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THAT WAS A
LIBERATING
THOUGHT.



I'D BETTER PUT
SOME LIPSTICK
ON THIS PIG.



BEHOLD THE MOST
EXCITING TECHNICAL
CHALLENGE SINCE
THE DAWN OF THE
MICROPROCESSOR!



I MUST RUB
IT ON MY
BODY BEFORE
I ASSIGN IT
TO YOU...
OOOH OOOH!



I'LL
NEED
TONGS.



I CAN DO THIS
FEASIBILITY
ANALYSIS IN
TWO MINUTES.



IT'S THE WORST
IDEA IN THE WORLD.
NUMBERS DON'T LIE.



OUR
CEO
LOVES
THE
IDEA.



LUCKILY
ASSUMP-
TIONS DO
LIE.



I NEED HELP
MAKING UNREALIS-
TIC ASSUMPTIONS TO
SUPPORT A BUSINESS
CASE FOR A BAD IDEA.



EASY.

THERE'S A HOLE IN THE
BACK OF OUR WARDROBE
CLOSET THAT LEADS TO
A MAGICAL WORLD OF
PREPOSTEROUS BUSINESS
ASSUMPTIONS.



WE DON'T
HAVE A
WARDROBE
CLOSET.



ASSUME
WE DO.

THE LAND OF UNREALISTIC
BUSINESS ASSUMPTIONS

SUDDENLY I
FEEL AS IF
ANYTHING IS
POSSIBLE.



HELLO! WE'RE THE
CONSUMERS WHO HAVE
EXTRAORDINARILY BAD
JUDGMENT!



I NEED
MORE
THAN
THREE
OF YOU.

THE HOLE'S
A THOUSAND
MILES DEEP.
THE OTHERS
THOUGHT IT
WOULD BE A
GOOD IDEA TO
COME EARLY.



THE LAND OF UNREALISTIC
BUSINESS ASSUMPTIONS

WE NEED TO
FIND SOME
ASSUMPTIONS
ABOUT FUTURE
SALES.



DANG! THERE'S ONLY
ONE WAY ACROSS AND
IT'S BLOCKED BY AN
INEBRIATED
HILLBILLY.



IN THE LAND OF
UNREALISTIC ASSUMP-
TIONS, THIS GUY IS
YOUR ONLY COMPETITOR.





DILBERT®



BY

SCOTT ADAMS

I'M THINKING ABOUT
BUYING A MORE FUEL
EFFICIENT CAR.

WHY?

IT'S MY PATRIOTIC
DUTY TO REDUCE THIS
COUNTRY'S DEPENDENCE
ON FOREIGN SOURCES
OF OIL.

WHY?

BECAUSE THEN THE
COUNTRIES THAT HATE
US WILL HAVE LESS
MONEY TO FUND
TERRORISTS.

ACTUALLY, DEVELOPING
COUNTRIES WOULD BUY
THE OIL YOU SAVED,
THUS ADEQUATELY
FUNDING THOSE SAME
TERRORISTS.

AT LEAST I WOULDN'T
BE FUNDING THEM
MYSELF.

OIL IS A FUNGIBLE
COMMODITY. THE
CAPITALIST SYSTEM
VIRTUALLY GUARANTEES
THAT YOU'LL END UP
BUYING THE LOWEST
COST OIL FROM SOURCES
UNKNOWN TO YOU.

WELL, MAYBE,
BUT I WANT MY
CAR TO MAKE A
STATEMENT.

AND THE STATEMENT
WOULD BE "HEY, EVERY-
ONE, I DON'T UNDER-
STAND WHAT FUNGIBLE
MEANS!"

THIS WEEK I SAID I
WAS TELECOMMUTING
BUT I REALLY JUST
STAYED HOME AND
WATCHED TV IN MY
PAJAMAS.



I'LL NEVER KNOW HOW
THE TV GOT INTO MY
PAJAMAS. HA HA!



WELL, YOU HAD
TO BE THERE.



I GOT A STOMACH-
ACHE DURING MY
VACATION DAY SO I'M
CHANGING IT TO A
SICK DAY.



APPARENTLY THERE'S
A BIOLOGICAL LIMIT
TO HOW MANY POTATO
CHIPS I CAN EAT IN
A 24-HOUR PERIOD.



AND I'M TAKING
TOMORROW AS A
SICK DAY TOO. I
STILL HAVE EIGHT
BAGS LEFT.



WALLY,
WHY ISN'T
MY E-MAIL
WORKING
TODAY?

THE
INTERNET
IS FULL.

GREAT!
NOW
WHAT
DO I
DO?

I WONDER IF I'M
SUPPOSED TO SEE
ANYTHING WHEN
IT'S DRAINING.

YOU KNOW WHAT'S
FUNNY? I NEVER
STUDIED ENGINEER-
ING AND I'M YOUR
BOSS.



IN FACT, I MAJORED
IN... UM... GOSH, I
DON'T REMEMBER.



YOU
FORGOT
YOUR
MAJOR?



I DON'T
BOTHER
REMEMBER-
ING THINGS
I CAN WRITE
DOWN.



WELCOME TO
DOGBERT'S SEMINAR
ON WORK-LIFE
BALANCE.



FIRST,
REVIEW
THIS LIST
OF YOUR
PRIORI-
TIES.



FAMILY
JOB
EXERCISE
VACATION
MUST-DOS
MEDICAL
EATING
HYGIENE
SLEEP
ROMANCE
HOLIDAYS

YOU HAVE TIME
FOR THREE THINGS.
WORK AND HOLIDAYS
ARE TWO. YOU GET
TO PICK THE THIRD.



DOGBERT'S SEMINAR
ON WORK-LIFE BALANCE

THIS IS ALLEN. HE
DIDN'T BALANCE HIS
WORK AND PERSONAL
LIVES.



ALLEN DID NOTHING
BUT WORK, WORK,
WORK. AND NOW LOOK
AT HIM.



I'M THE ONE WHO
TRIED TO BALANCE
EVERYTHING. THAT'S
ALLEN. HE'S A ~~2500~~
CEO NOW!





DILBERT®



BY

SCOTT ADAMS

WHY IS YOUR
PROJECT FOUR
MONTHS BEHIND?

I STILL DON'T HAVE
THE USER'S REQUIRE-
MENTS BECAUSE SHE'S
A COMPLETE NUT JOB.

IT'S YOUR JOB TO
MANAGE THAT
PROCESS!

I COMPLAINED TO HER
BOSS, WHO PROMPTLY
MISINTERPRETED THE
PROBLEM AND ORDERED
HER TO WORK ON THE
WRONG STUFF.

THEN EVERY MEMBER
OF HER FAMILY GOT
A SERIOUS ILLNESS.
THEN SHE GOT CALLED
TO JURY DUTY.

SHE PROMISED TO
GIVE ME THE
REQUIREMENTS
THIS AFTERNOON.

IT WAS TOO HARD TO
COME UP WITH MY OWN
REQUIREMENTS. SO
I JUST COPIED THE
REQUIREMENTS FROM
ANOTHER PRODUCT.

IS THE
OTHER
PRODUCT
SIMILAR
TO WHAT
YOU WANT?

WHERE
ARE YOU
GOING
WITH
THIS?

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MAIL ROOM
↑

MY FAKE
ARM IS
HERE!

ATTACH THE
FAKE ARM TO
THE REAL
SHOULDER...

I'LL COME BACK
WHEN HE'S OFF
THE CONFERENCE
CALL.

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I ENROLLED IN A
DISTANCE LEARNING
CLASS TO GET MY
MASTER'S DEGREE.



UH-OH.



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GAAA!
GAAA!
GAAA!



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IS THE
ONLINE
DEGREE
HARD?



NOT SO MUCH.
I'M TAKING MY
MIDTERM EXAM
AS WE SPEAK.



WHAT?! YOU ONLY
GOT A "B" TAKING
THE ONLINE ETHICS
COURSE FOR ME?



NO ONE WILL BELIEVE
YOU'RE ME UNLESS YOU
GET ALL PERFECT
SCORES.



I...
WAS...
TIRED.

WHY? YOU
ONLY DID
300 PUSH-UPS
FOR MY
ONLINE GYM
CLASS!!!



I'VE BEEN ASKED TO
DESIGN AND BUILD
OUR CENTER OF
EXCELLENCE.



WHICH, AS I UNDER-
STAND IT, IS LIKE A
PRESIDENTIAL
LIBRARY HONORING
MY LIFE'S WORK.



IN TIME, PEOPLE
LEARN TO STOP
ASKING ME
QUESTIONS.



BOB WILL BE LEAVING
US AFTER 17 YEARS AS
VICE PRESIDENT OF
MARKETING.



BOB'S ACCOMPLISH-
MENTS INCLUDE LOWER-
ING BOTH OUR MARGINS
AND OUR SALES WHILE
OVERSEEING A SERIES OF
CONFUSING MARKET-
ING CAMPAIGNS.



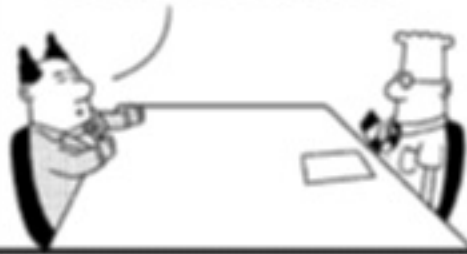
I HOPE YOU'LL ALL
JOIN ME IN WISHING
FOR A PIANO TO FALL
ON HIS HEAD.



WE COULD DO THE
PROJECT RIGHT FOR
\$100,000 OR DO IT
WRONG FOR \$25,000.



I BELIEVE THAT THE
WISE KING SALMON
WOULD SAY TO SPLIT
THE DIFFERENCE AND
DO IT FOR \$50,000.



FISH
ARE
STUPID.





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ALICE, MY LAPTOP
IS SLOWING DOWN.
CAN YOU TAKE A
LOOK AT IT?

HERE'S THE PROBLEM.
THERE'S TOO MUCH
SMUT ON YOUR HARD
DRIVE.

I RECOMMEND
DELETING THE FILM
CLIPS THAT HAVE
POOR LIGHTING.

AND HERE'S A WHOLE
CATEGORY THAT YOU
HAVEN'T LOOKED
AT IN WEEKS.

I'LL MOVE
THOSE
TO AN
EXTERNAL
DRIVE IN
CASE YOU
NEED 'EM
LATER.

WALLY HAS ALL
OF THIS STUFF ON
THE SERVER. YOU
DON'T NEED IT
ON YOUR LAPTOP.

WHAT THE...?
YOU PINHEAD! YOU
DISABLED YOUR
FIREWALL!

IF YOU WORK HERE LONG
ENOUGH, YOUR OUTRAGE
ENDS UP IN ALL OF THE
WRONG PLACES.

WHO MOVED
MY STAPLER?!!

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THE LEGAL DEPARTMENT
SAYS YOUR PLAN IS
ILLEGAL.

ASK THEM
AGAIN.

MAYBE THEY'LL
CHANGE THEIR
MINDS.

I'LL GET ON THAT
AS SOON AS I'M DONE
PANNING FOR GOLD IN
THE WATER FOUNTAIN.

THAT'S THE
SPIRIT!

THERE'S NO PURPOSE
FOR THIS MEETING
OTHER THAN MY BOSS
TOLD ME TO HAVE IT.



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SO LET'S JUST SIT
HERE SILENTLY UNTIL
OUR TIME IS UP.



UNLESS
YOU HAVE
SOMETHING
BETTER
TO DO.



NOT
REALLY.



AND THEN WE'LL
BUILD A SECOND
PROTOTYPE AND...



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IT'S NOT
IN THE
BUDGET



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OH, SUDDENLY
IT'S MY FAULT
FOR CARING
ABOUT THE
BUDGET.



WE'RE SUPPOSED TO
HAVE OUR BUDGET
APPROVED BY TUESDAY
BUT THAT'S NOT
WRITTEN IN STONE.



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YES IT IS.
I HAVE IT
RIGHT HERE.



IT WAS KIND OF
LUCKY BECAUSE
THIS IS THE ONLY
ONE I BROUGHT TO
THE MEETING.



MY RELATIVES WANT
ME TO HAVE AN
ARRANGED MARRIAGE.



IF THEY FIND SOME-
ONE WHO'S TOTALLY
HOT AND HAS LOW
STANDARDS, ASK IF
SHE HAS A SISTER.



WHAT
ABOUT
LOVE?



HOW CAN
YOU NOT
LOVE
THAT?



YESTERDAY I HAD
A GREAT MEETING
ABOUT PROJECT
WOMBAT.

WHAT?!

I'VE BEEN MANAGING
THAT PROJECT FOR
SIX MONTHS! HOW
CAN YOU HAVE A
MEETING WITHOUT
INVITING ME? !!

HAVE YOU NOTICED
THAT MEETINGS GO
SMOOTHER WITHOUT
ANY KNOWLEDGE OR
EXPERTISE?

KINDA.



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BY
SCOTT ADAMS

WELCOME TO
DOGBERT'S
CATCH-AND-
RELEASE CEO
SEMINAR.

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CATCH-AND-
RELEASE IS MORE
THAN A WAY TO
HURT FISH FOR
ENTERTAINMENT.

IT'S A PHILOSOPHY
THAT WILL INFORM
YOUR ENTIRE LIFE.

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FOR EXAMPLE, WHEN
YOU ACQUIRE A NEW
COMPANY, WAIT
A FEW YEARS AND
THEN SPIN IT OFF.

WHEN YOU CATCH A
NEW SPOUSE, WAIT A
FEW YEARS AND THEN
SET IT FREE.

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WHEN YOU GOLF, HIT
THAT BALL INTO A
HOLE AND THEN TAKE
IT OUT.

YOUR ULTIMATE GOAL
IS TO LOOK DECISIVE
WITHOUT MAKING ANY
REAL DECISIONS.

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GOOD SEMINAR. IT
MAKES FISHING MORE
FUN WHEN YOU KNOW
IT HURTS THEM!

ERK! THAT LOOK
SAYS YOU WANT
TO KILL ME FOR
EXPRESSING MY
OPINION!

NO,
NO.



WOMEN HAVE A THOU-
SAND EXPRESSIONS THAT
SAY THEY WANT YOU
TO DIE. THAT ONE SAYS
SHE WANTS YOU TO
DIE OF NATURAL CAUSES,
PREFERABLY SOON.



SHE CALLS
THIS ONE
"THE WOOD
CHIPPER."



I INVENTED AN
EXTERNAL ANTI-
DEPRESSANT.



WHEN I'M IN A
BAD MOOD I JUST
APPLY IT TO
OTHER PEOPLE.



IT USED
TO BE
CALLED
PEPPER
SPRAY.

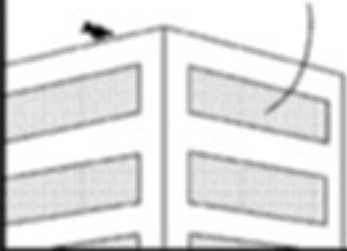


WE CANCELED OUR
PLANT MAINTENANCE
CONTRACT TO SAVE
MONEY.



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EACH EMPLOYEE
WILL ADOPT A
NEARBY PLANT
AND WATER IT.



THE UNLUCKIEST PLANT
IN THE WHOLE WORLD

NOW WHEN I POUR
MY COFFEE DREGS
ON YOU, IT WILL
LOOK LIKE WORK!



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WALLY, WHAT ARE
YOU FEEDING THE
PLANT OUTSIDE
YOUR CUBICLE?



IT'S A MULCH OF
COFFEE DREGS AND
MY SHREDDED
STATUS REPORTS.



YOU MIGHT
WANT TO
SWITCH
TO DECAF.



WOULD YOU LIKE
TO BE SEATED IN
THE LOUD GUY
SECTION OR NO
LOUD GUY?



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THEY BOTH SOUND
GOOD. WE'LL TRY
THE LOUD GUY
SECTION.



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I HOPE
HE HAS
GOOD
STORIES.

AND
THEN



WALLY, DO YOU EVER
WONDER ABOUT YOUR
PURPOSE IN LIFE?



MY PURPOSE IS TO
TRANSPORT HUGE
QUANTITIES OF
COFFEE FROM THE
COFFEE MAKER TO
A URINAL.



SUDDENLY
I AM
FILLED
WITH
DESPAIR.

HEY,
WHILE
YOU'RE
UP...





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IT'S ALMOST TIME
FOR OUR 360 DEGREE
REVIEWS.



THAT MEANS YOUR
COMPENSATION IS
PARTLY DEPENDENT
ON THE INPUT OF
YOUR PEERS.



I'D HATE TO SEE
SOMETHING BAD
HAPPEN TO YOU, LIKE,
I DON'T KNOW...
MAYBE A NEGATIVE
REVIEW.



I'VE TAKEN THE
LIBERTY OF CALCU-
LATING THE VALUE
OF A GOOD PEER
REVIEW IN TERMS
OF YOUR NEXT RAISE.



PAY ME HALF
OF THAT AMOUNT,
AND I'LL GUARANTEE
A POSITIVE OUT-
COME.



HOW WOULD I
KNOW YOU GAVE
ME A GOOD ONE?
PEER REVIEWS ARE
ANONYMOUS.



WHAT IS IT
ABOUT ME THAT
MAKES PEOPLE SO
DISTRUSTING?



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HELLO,
I NEED
SOME
TECH
SUPPORT.

WHAT'S
YOUR TECH
SUPPORT
PASSWORD?

I DON'T HAVE
ONE.

WELL,
THEN I CAN'T
HELP YOU.

SINCE WHEN
DO YOU REQUIRE
A PASSWORD?

USUALLY
RIGHT BEFORE
LUNCH.

ASOK, I WANT
YOU TO ATTEND THE
TECHNOLOGY STEER-
ING COMMITTEE FOR
ME.



BUT THEY ARE ALL
TALL MEMBERS OF
SENIOR MANAGEMENT.
THEY WON'T EVEN
ACKNOWLEDGE MY
EXISTENCE.



HEY, ANDY, THIS
SEAT IS FREE. I'LL
JUST MOVE MY
COFFEE.



CAROL, I NEED SOME
THREE-RING BINDERS
AND A RESERVATION
FOR THE CONFERENCE
ROOM ON THURSDAY.



I DON'T LIKE THE WAY
YOU ASKED, SO I'M
GOING TO MAKE A
PHONE CALL UNTIL YOU
GIVE UP AND LEAVE.



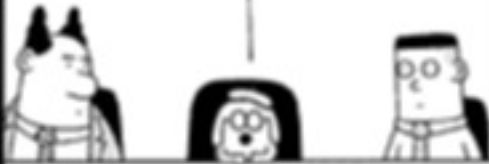
YEAH, THE
BIG JERK
IS STILL
STANDING
THERE.



FAMOUS ARTIST
DOGBERTO WILL TELL
US HIS PLANS FOR OUR
LOBBY.



I PLAN TO BUY A DROP
CLOTH AT HOME DEPOT
AND DRAPE IT OVER THE
SECURITY DESK.



WON'T
THAT BE
HARD ON
THE
GUARD?

NOT UNTIL
I DOUSE IT
WITH GAS
AND LIGHT
IT.



MY IDEA IS TO DRAPE
A HUGE TARP OVER THE
HIDEOUS SCULPTURE
IN THE COURTYARD.



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MY MESSAGE WILL
BE THAT ART IS AS
MUCH ABOUT THE
NEGATIVE SPACE AS
THE POSITIVE.



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PLUS IT'S
NOT REALLY
ART UNLESS
SOMEONE IS
WINNING.



MY ELBONIAN FACTORY
CAN MANUFACTURE YOUR
PRODUCT FOR PENNIES.



IS
THERE
ANY
DOWN-
SIDE?

MINOR
TRANSLATION
ISSUES.



THEY EITHER
SAID "PLASTIC"
OR "THE SPLEEN
OF A PIG-
FOOTED
BANDICOOT."

WE
DON'T
HAVE
ANY
PLAS-
TIC.





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BY
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HERE'S OUR PROTO-
TYPE FROM THE
ELBONIAN FACTORY.



WELL, I'M NO EXPERT,
BUT THIS IS OBVIOUSLY
A GOOD ONE OF THESE.



IT'S
AN MP3
PLAYER.



WE USED TO
CALL THEM
PLUMBER'S
HELPERS!



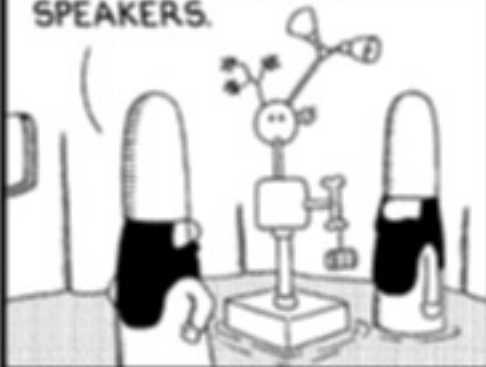
AFTER SEEING THE
ELBONIAN MP3 PLAYER
PROTOTYPE I SCHEDULED
A CONFERENCE CALL.



BECAUSE OF THE TIME
DIFFERENCE, THE CALL
WAS AT 3 AM. I WAS
GROGGY AND THEY
BARELY SPEAK ANY
ENGLISH, BUT I THINK
WE GOT EVERYTHING
WORKED OUT.



HE WAS RIGHT. IT DOES
LOOK BETTER WITH THE
SPEAKERS.



WE SHIP OUR NEW MP3
PLAYER IN TWO DAYS.
HOW'S THE ELBONIAN
FACTORY COMING
ALONG?



THE PROTOTYPE IS
THE SIZE OF A SMALL
TRACTOR AND IT
WILL ONLY PLAY
ELBONIAN POLKAS.



I'LL
BUDGET A
LITTLE
EXTRA FOR
MARKET-
ING.



IT'S
MADE
OF AS-
BESTOS.



WE NEED TO HIRE
THE BEST MARKETING
EXPERT WE CAN FIND.



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YOUR RÉSUMÉ SAYS
YOU'VE WON THE NOBEL
PRIZE IN MARKETING,
AND FIVE OLYMPIC
GOLD MEDALS IN THE
MARKETING BIATHLON.



WHAT'S A
MARKETING
BIATHLON?



YOU SKI
UP TO
PEOPLE
WHO
WON'T
BUY YOUR
CRAP AND
YOU SHOOT
THEM.



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THE MARKETING GURU

CONSUMERS WILL BUY
OUR TRACTOR-SIZED
MP3 PLAYERS IF WE
OFFER SOMETHING
FREE WITH EACH ONE.



SO WE'LL OFFER A
FREE IPOD WITH
EACH SALE, AND FREE
TOWING TO THE
LANDFILL FOR OUR
MP3 PLAYER.

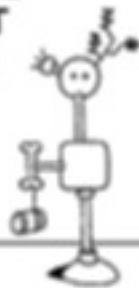


THE REST
IS JUST
PRICING.

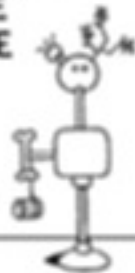


THE MARKETING GURU

YOUR MP3 PLAYER
IS LARGE AND
SCARY, BUT
I CAN FIX
THAT.



ALL IT NEEDS IS A
SET OF ANGELINA
JOLIE LIPS AND
EVERYONE
WILL LOVE
IT.



SIX MONTHS LATER

WE MUST NEVER
SPEAK OF THIS.





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COMPANY POLICY
SAYS THAT SPACE
HEATERS ARE NOT
ALLOWED IN
CUBICLES.



MY HEATER DOESN'T
HEAT SPACE. IT HEATS
THE AIR IN MY CUBICLE.
THAT'S OKAY, RIGHT?



WHY
WOULD
ANYONE
HEAT
"SPACE"?

IT KEEPS
URANUS
WARM.



TED, I'M SENDING
YOU ON A TEAM—
BUILDING EXERCISE.



A SECURITY GUARD
WILL DRIVE YOU TO
THE MIDDLE OF THE
DESERT AND LEAVE
YOU THERE!



AND
THEN THE
TEAM WILL
RESCUE ME?

SURE.



I LISTENED TO YOUR
CONCERNS ABOUT TED'S
WORK, SO I TRICKED
HIM INTO BEING LEFT
IN THE MIDDLE OF THE
DESERT.



HE THINKS
IT'S A TEAM-
BUILDING
EXERCISE.
HEE HEE!

WE WANT—
ED YOU TO
TRANSFER
HIM, NOT
KILL HIM.



REALLY?
THIS IS
AWKWARD.

AND THIS
IS TED.
WHERE'S
ASOK?



I MUST USE THE
SURVIVAL METHODS
I LEARNED AT THE
INDIAN INSTITUTE
OF TECHNOLOGY.



STEP ONE: PRETEND
TO BE A WOUNDED
RODENT.



NOW LOOK
FOR THE
HIGHWAY
AND TICKLE
THE HAWK
WITH ITS
OWN
FEATHER.



YOU SAID IT WAS A
TEAM-BUILDING EXER-
CISE AND YOU LEFT ME
IN THE MIDDLE OF THE
DESERT TO DIE!



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SHAKE
IT OFF.



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YOU WOULDN'T
THINK THAT
WOULD WORK,
BUT IT DOES!



I'M BACK
FROM MY
THREE-WEEK
VACATION.



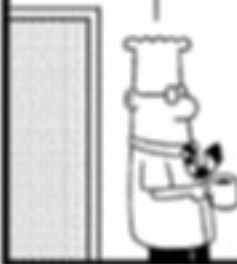
I
DIDN'T
KNOW
YOU
WERE
GONE.



UM... I MEANT I'M
LEAVING TOMORROW
FOR MY THREE-WEEK
VACATION.



HOW WAS
YOUR
VACATION?



TWICE
AS GOOD
AS I EX-
PECTED!





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ALICE, I NEED
YOU TO BE LESS
PRODUCTIVE.



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I'LL GET AN AUTO-
MATIC PROMOTION
IF I CAN JUSTIFY
HIRING ONE MORE
DIRECT REPORT.



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IF I'M GOING TO
WORK LIKE AN
IDIOT, I MIGHT
AS WELL LOOK
LIKE ONE.



I NEED TO HAVE ONE
MORE DIRECT REPORT
AND IT WILL TRIGGER
AN AUTOMATIC
PROMOTION FOR ME.



YOUR JOB IS
TO BE THAT
EMPLOYEE.



HOW'S IT
FEEL TO
BE PART
OF THE
TEAM?

NOT AS
SPECIAL
AS I'D
HOPED.



DILMOM

YOUR SECURITY
SOFTWARE IS OUT
OF DATE...

UH-OH.



WOULD YOU LIKE TO
SPEND THE REST OF
YOUR NATURAL LIFE
TRYING TO FIGURE
OUT HOW TO UP-
GRADE IT?

ERK!



OR WOULD YOU PREFER
TO LET HACKERS STEAL
YOUR IDENTITY, DRAIN
YOUR BANK ACCOUNTS
AND DESTROY YOUR
HARD DRIVE?

I NEED
MORE
CHOICES!



I'LL BRING
YOU ON AS
A CONTRACT
EMPLOYEE.



THEN I'LL KEEP YOU
MOTIVATED BY DANG-
LING THE CARROT OF
BECOMING A REGULAR
EMPLOYEE.



YOUR FIRST MISTAKE
WAS ASSUMING THAT
HE UNDERSTANDS
METAPHORS.



THE CONTRACTOR

NO PRESSURE, BUT
DO YOU HAVE ANY
IDEA HOW EASY IT
WOULD BE TO GET
RID OF YOU?



THERE ISN'T EVEN
ANY PAPERWORK. I
JUST POINT MY
FINGER AND YOU'RE
HISTORY.



HERE COMES THE
FIRING FINGER.
OOOH... WATCH
OUT!



THE CONTRACTOR

MY DREAM IS TO
ONE DAY BECOME A
REGULAR EMPLOYEE.



MY DREAM IS TO
EAT CANDY AND
POOP EMERALDS.

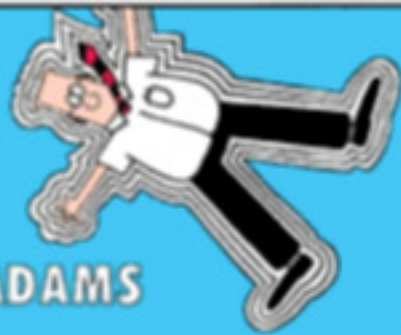


THE DIFFERENCE
IS THAT I'M HALF-
WAY SUCCESSFUL.





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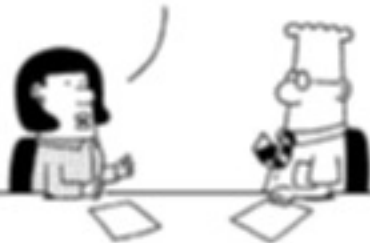


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I NEED YOUR HONEST
OPINION ABOUT MY
PROJECT PLAN. DON'T
HOLD BACK.



YOUR PLAN LOOKS LIKE
IT WAS WRITTEN BY
A DRUNKEN LEMUR AS
A PRACTICAL JOKE ON
OTHER DRUNKEN
LEMURS.



TODAY I LEARNED
THAT PEOPLE DON'T
LIKE DRUNKEN
LEMUR ANALOGIES.



DILBERT SAYS MY
PLAN WON'T WORK.
I NEED A SECOND
OPINION.



HYPOTHETICALLY, IF
I SAY YOUR PLAN IS
TERRIFIC, WOULD I
END UP BEING THE
ENGINEER WHO HAS
TO IMPLEMENT IT?



MAYBE.



YOUR PLAN
REEKS OF
INFEASI-
BILITY.



DILBERT AND WALLY
REFUSE TO SUPPORT
MY PROJECT PLAN.
WILL YOU TAKE A
LOOK AT IT?



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GAAA!!!
THE STUPIDITY
IS LEAPING OFF
THE PAGE AND
BURROWING
INTO MY
BRAIN!!!



DOES ANYONE AROUND
HERE KNOW HOW TO
SAY A SIMPLE "THIS
WON'T WORK"?



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YOUR ENGINEERS
THINK MY PROJECT
PLAN WON'T WORK.



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I'LL ASSIGN WALLY
TO YOUR PROJECT.
HE'S A PERFECT FIT.



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BECAUSE
HE'S A
PROBLEM
SOLVER?

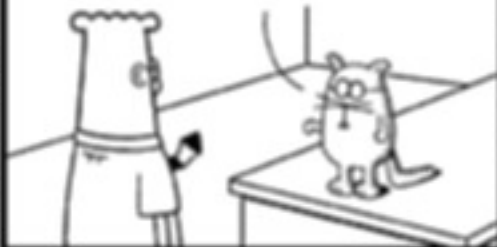


BECAUSE
HE WON'T
WORK
EITHER.

I JUST SAW A STUDY
THAT SAYS THE DULL
APPEARANCE OF MY
CUBICLE IS PROBABLY
INHIBITING THE
GROWTH OF NEURONS
IN MY BRAIN!



TRY SITTING THERE
FOR A FEW MORE
HOURS AND THEN TELL
ME IF YOU FEEL ANY
DIFFERENT.



NOW I CAN'T
REMEMBER
WHAT I WAS
COMPLAINING
ABOUT.



TOPPER

I HAD TO
CARRY OVER
THREE WEEKS
OF VACATION.

THAT'S
NOTHING!



I CARRIED OVER SO
MUCH TIME THAT
THEY HAD TO CREATE
A NEW MONTH AND
NAME IT AFTER ME!



SHUT
YOUR
PIE
HOLE!

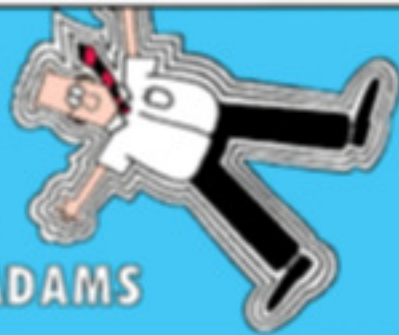
IT LOOKS
AS IF SOME-
ONE IS HAV-
ING A BAD
TOPPERUARY.





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I RESERVED
A MID-SIZED
CAR.

LET'S
SEE
WHAT'S
LEFT.

WE DON'T HAVE ANY
CARS LEFT. BUT I CAN
LET YOU BORROW A
GLOVE FROM THE
LOST-AND-FOUND
BIN.

WHAT
GOOD
IS ONE
GLOVE?

YOU
WOULDN'T
ASK THAT
IF YOU HAD
A FROZEN
HAND.

SORRY I'M LATE. THE
CAR RENTAL PLACE
WAS OUT OF CARS.



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ALL THEY HAD WAS
THIS GLOVE FROM
THEIR LOST-AND-
FOUND. SO I PUT IT
ON AND RAN HERE.



AT
LEAST
I GOT
SOME-
THING.

HEY,
THAT'S
MY
GLOVE!



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I PLAN TO BUILD
MY OWN COUNTRY
ON THE OCEAN USING
BARGES.



I SHALL RULE WITH
AN IRON PAW, PUN-
ISHING CITIZENS FOR
NO REASON OTHER
THAN MY OWN ENTER-
TAINMENT.
BUWHAHA!!!



I'M HOPING PEOPLE
WILL PUT UP WITH
IT BECAUSE THEIR
HOMES ARE NEAR
THE OCEAN.



VIJAY, THE WORLD'S
MOST DESPERATE
VENTURE CAPITALIST

I NEED A HUNDRED
BILLION TO BUILD AN
OCEAN CITY ON BARGES.



TAKE MY
MONEY!!!
TAKE IT, TAKE
IT, TAKE
IT!



DO I GET
STOCK OR
SOME-
THING?

HOW
ABOUT AN
INSINCERE
WAG?



"DOGBERT'S BARGE
CITY" IS THE
AFFORDABLE WAY TO
LIVE BY THE OCEAN.



YOUR BROCHURE SAYS
YOU WILL RULE WITH
AN IRON PAW AND
THROW DISSIDENTS
TO THE SHARKS.



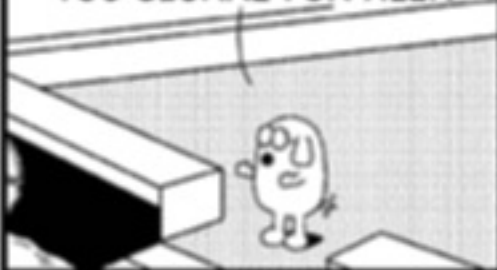
WELL, I'M IN. BUT
THIS ONE IS GETTING
ALL DISSIDENT ON
YOU.



WELCOME TO "DOGBERT'S
BARGE CITY," YOUR
FLOATING PARADISE.



PLEASE LEAVE YOUR
CELL PHONES BEHIND,
AS WELL AS ANYTHING
ELSE THAT MIGHT LET
YOU SIGNAL FOR HELP.



THERE'S MORE
GARBAGE IN
PARADISE THAN
YOU'D THINK.





DILBERT®

BY

SCOTT ADAMS



I WORKED ALL YEAR
ON A PROJECT THAT
GOT CANCELED TODAY
BECAUSE WE GOT A
NEW VICE PRESIDENT
WHO DIDN'T
LIKE IT.



I MADE A BILLION
DOLLARS BY CONVINC-
ING SUCKERS THAT A
GARBAGE BARGE WAS
OCEANFRONT REAL
ESTATE.



WOULD
YOU LEND
ME SOME
MONEY SO
I CAN OPEN
MY OWN
BUSINESS?



NO, BUT
I KNOW
SOME
PEOPLE ON
A BARGE
WHO WOULD.



AND THAT'S HOW I
MADE A BILLION
DOLLARS IN SHADY
REAL ESTATE DEALS.



THE MORAL OF THE
STORY IS THAT
CRIME DOESN'T
PAY...



DIRECTLY;
IT GOES
THROUGH
ESCROW.

DOGBERT,
DON'T
RUIN THE
RAT.



HELLO DOGBERT. I
AM HERE TO PERSUADE
YOU TO GIVE YOUR
BILLIONS TO THIRD
WORLD COUNTRIES.



IF GUILT DOES NOT
WORK, I AM PREPARED
TO WRESTLE YOU FOR
IT.



HOW'S
YOUR
DECOY
WORK-
ING
OUT?

HE'S GOT
BONO IN
A HEAD-
LOCK.



YOU'RE ALWAYS
COMPLAINING ABOUT
THE MANAGEMENT OF
YOUR COMPANY SO I
DECIDED TO DO
SOMETHING
ABOUT IT.



I USED MY
BILLIONS
TO BUY
YOUR
COMPANY!

YOU'RE
GOING TO
FIX MAN-
AGEMENT?



NO, I JUST WANTED
TO STOP ALL THE
WHINING.

YOU'RE
FIRED.



UNEMPLOYED

NO PROBLEM. I'LL
JUST GO ONLINE
AND FIND A GREAT
JOB.

LET'S SEE... THIS ONE
LOOKS GOOD. "NO
EXPERIENCE NEEDED..."

... MUST BE WILLING
TO RELOCATE, THEN BE
PUT INTO A HUGE
BLENDER AND PACKAGED
AS A CONDIMENT."

JOB INTERVIEW

WE NEED SOMEONE WHO CAN SOLVE THE BIGGEST ENGINEERING PROBLEM WE HAVE EVER ENCOUNTERED.



JUST DISTRIBUTE THE POWER SUPPLY ACROSS BOTH FUNCTIONS AND DOUBLE THE FAN SIZE.



THANKS. IF I NEED ANYTHING ELSE, I'LL INTERVIEW YOU AGAIN.





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BY
SCOTT ADAMS

AND THEN WE'LL
SEND THE DRAFT
FOR REVIEW ...

BZZZZT!

GREETINGS. I AM
WALLY FROM THE
YEAR 2040.

IN THE FUTURE,
TIME TRAVEL WILL
BE POSSIBLE BUT
HIGHLY UNETHICAL.

BUT IT'S ONLY
UNETHICAL IF YOU
MAKE THE MISTAKE OF
CHANGING ANYTHING
FROM THE PAST.

I WAS OUT OF COFFEE
SO I CAME HERE TO
GET A FRESH CUP.

AH, HERE WE GO.

I HAVE TO RUN.
MAKE SURE NOTHING
CHANGES BECAUSE OF
MY VISIT OR IT WILL
KILL EVERYONE IN
THE FUTURE.

LET ME
BE THE
FIRST TO
SAY THAT
THIS FEELS
AWKWARD.

NOW THAT I'M UN-
EMPLOYED, I DON'T
FEEL LIKE A VALUABLE
MEMBER OF SOCIETY.



CONSIDER THIS BAG
OF GARBAGE. IT TOO
IS UNEMPLOYED AND
YET IT IS WORTHY
OF LOVE.



I
DON'T
LOVE
IT.



THAT'S TOO
BAD BECAUSE
NO ONE ELSE
WILL DATE
YOU NOW.



YOU SAID I'D NEVER
FIND AN ONLINE DATE
BECAUSE I'M UNEM-
PLOYED. BUT YOU WERE
WRONG!



HAVE YOU
SEEN HER
PICTURE?



YES! SHE
LOOKS
HOT.



DO YOU
HAVE
"PHOTO-
SHOP"
SOFT-
WARE?



MAYBE.



WITH YOUR BILLIONS
OF DOLLARS, I DON'T
UNDERSTAND WHY
YOU LIVE HERE?



I DON'T. I LIVE IN AN
UNDERGROUND CITY
OF INTERCONNECTED
PALACES. THE ELEVATOR
IS IN YOUR LINEN
CLOSET.



WE BILLIONAIRES ONLY
COME TOPSIDE TO TAKE
YOUR COFFEE AND YOUR
WOMEN.



CAREER COUNSELOR

AND WHY DID
YOU LEAVE YOUR
LAST JOB?



MY DOG WAS TIRED
OF HEARING ME WHINE
ABOUT MY JOB, SO HE
BECAME A BILLIONAIRE
AND BOUGHT MY
COMPANY AND FIRED
ME.



I DON'T HAVE A
CHECKBOX FOR THAT
SO I'LL JUST WRITE
IN "LOSER."



I'M GOING TO START
A HIGH TECH COMPANY
IN THE GARAGE.



SOME OF THE
MOST SUCCESSFUL
COMPANIES STARTED
IN GARAGES. IT
MUST HELP
SOMEHOW.

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I WONDER IF THOSE
OTHER GUYS HAD
HOMEOWNER RULES
ABOUT NOT PARKING
IN THE DRIVEWAY.



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I INVENTED A SEARCH
ENGINE THAT'S ALSO A
SINGLES MATCHING
SERVICE.



IT AUTOMATICALLY
MATCHES SINGLES WHO
SEARCH FOR THE SAME
KEYWORDS.



AND THEN IT THREAT-
ENS TO E-MAIL THOSE
KEYWORDS TO THEIR
MOTHERS IF THEY DON'T
AGREE TO DATE.





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I NEED YOUR HELP TO
PATENT MY SEARCH
ENGINE ALGORITHM.



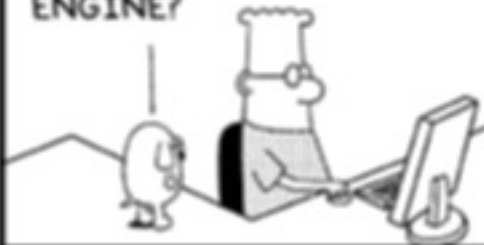
THEN I WILL BECOME
A BILLIONAIRE AND
HAVE ATTRACTIVE
GIRLFRIENDS.



HOLD ON... I HAVE
AN EMERGING
PRIMATE... AND
HE'S GOT WINGS!



AREN'T YOU AFRAID
THAT GOOGLE WILL
TRY TO SQUASH YOU
FOR INVENTING A
BETTER SEARCH
ENGINE?



THEIR COMPANY MOTTO
IS "DON'T BE EVIL." IT'S
NOT AS IF THEY HAVE A
DEATH RAY OR SOME-
THING.



GOOGLE HEADQUARTERS

NOW LOOK IN THE
BIG HOLE, ERIC.



GOOGLE HEADQUARTERS

ISN'T IT A LITTLE BIT
EVIL TO KILL DILBERT
WITH OUR
DEATH RAY?



GOOD POINT... WHAT
IF I JUST BLAST THE
SPACE STATION OUT
OF ORBIT AND MAKE IT
LAND ON HIS HOUSE?



I'LL BET
YOU TEN
BILLION
DOLLARS
YOU CAN'T.

AND THE
LOSER HAS
TO INTRO-
DUCE HIM-
SELF AS
"THE DUMB
ONE."



MY SPACE DEFENSE
SHIELD DETECTS AN
INCOMING THREAT. I AM
LAUNCHING
INTERCEPT
ROCKETS.



APPARENTLY THE BOYS
AT GOOGLE USED A
DEATH RAY TO BLAST
THE INTERNATIONAL
SPACE STATION OUT OF
ORBIT AND TOWARD
OUR HOUSE.



WHY
DO YOU
HAVE A
SPACE
DEFENSE
SHIELD?



DOESN'T
THAT SEEM
LIKE A
STUPID
QUESTION
NOW?



VIJAY, THE WORLD'S
MOST DESPERATE
VENTURE CAPITALIST

I STARTED
IN MY
GARAGE...

TAKE
MY
MONEY!!!

DON'T YOU
WANT TO
HEAR THE
REST?

I DON'T
SEE HOW
IT COULD
GET ANY
BETTER.

I
HAVE A
PRODUCT

I NEED A
FORKLIFT
AND MASSAGE
OIL NOW!!!

I GOT FUNDING TO
START MY OWN SEARCH
ENGINE COMPANY!
NOTHING CAN STOP
ME NOW!



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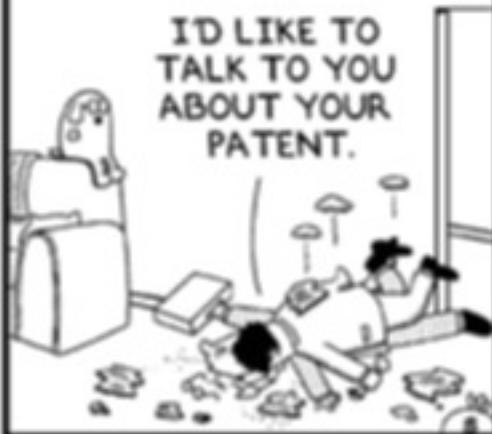
MEANWHILE

FIRE THE
LAWYERPULT



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I'D LIKE TO
TALK TO YOU
ABOUT YOUR
PATENT.





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YOU THOUGHT UP YOUR
SEARCH ENGINE IDEA
BEFORE WE FIRED YOU.
THAT MEANS MY
COMPANY OWNS IT.



THAT'S WHY I USED THE
LAWYERPULT TO HURL
OUR ATTORNEY ONTO
YOU.



NOW I'M USING THE
HOLOGRAPH DEVICE
YOU INVENTED. THAT
THING IS MAKING US
BILLIONS.



WHEN YOU WORKED
HERE, YOU SIGNED
A NON-COMPETE
AGREEMENT.



IT CLEARLY STATES
THAT YOU ARE NOT
ALLOWED TO EARN
MONEY, SLEEP INDOORS,
PROCREATE OR SEEK
MEDICAL CARE.



SECTION 5B DESCRIBES
WHAT YOU MUST NOW
DO WITH THIS
CEREMONIAL DAGGER.



IF YOUR LAWYERS ARE
GOING TO CLAIM ALL OF
MY PATENTS, I DEMAND
MY OLD JOB BACK.



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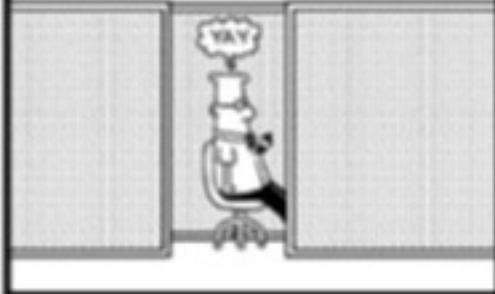
OKAY.



REALLY?



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YAY

GOOD NEWS, CAROL:
THE NEW OFFICE
SUPPLY CATALOG
IS HERE!



IF YOU LEAF THROUGH
IT AND IMAGINE THAT
YOU CAN ORDER THINGS,
YOU'LL GET A MILD
SHOPPER'S HIGH.



NOW... I KNOW HOW
MUCH YOU HATE THE
PHRASE "IN LIEU OF
A RAISE"...



ALICE, OUR BUDGET
IS TIGHT SO I'VE
BEEN ASKED TO
REWARD YOU WITH
NON-MONETARY
COMPENSATION.



DO YOU KNOW KEN
IN MARKETING?
—
YOU CAN PUNCH HIM
AS HARD AS YOU WANT.



DOES
KEN
KNOW
ABOUT
THIS?



PEOPLE
LOVE
SURPRISES.

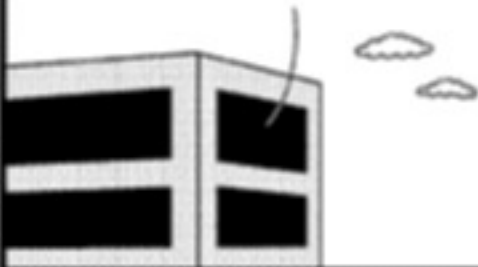


ASOK, YOU'VE DONE
A GOOD JOB THIS
QUARTER SO I'M GOING
TO TOSS A LITTLE NON-
MONETARY COMPENSA-
TION YOUR WAY.



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TELL ME SOME BORING
STORY ABOUT YOUR LIFE
AND I'LL PRETEND TO
ENJOY IT.



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AND THE STORY
SHOULD INVOLVE
PIRATES. GO.





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DILBERT, MEET
YOUR NEW COWORKER,
MISTER SERDECISIONS.

CALL ME
LOU.



CAN YOU COVER FOR
ME TOMORROW WHILE
I PUT SHELF PAPER IN
MY KITCHEN CABINETS?



TOMORROW
IS OUR
PROJECT
KICKOFF
MEETING.

GOOD LORD,
MAN! I CAN'T
PUT DISHES
ON WOOD?



ASOK, I'M OUT—
SOURCING YOUR
JOB TO INDIA.



WHAT?



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I MOVED HERE FROM
INDIA TO TAKE THIS
JOB! NOW I'LL HAVE
TO GO BACK!



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TELL SANDEEP I
NEED SOME PHOTO—
COPIES.



WALLY, MY JOB HAS
BEEN OUTSOURCED
TO INDIA.



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THAT'S INTERESTING
BECAUSE YOU CAME
HERE FROM INDIA.



DID YOU
ALREADY
THINK OF
THAT?



YES!



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I GOT A JOB AT THE
INDIAN COMPANY
WHERE YOU OUT-
SOURCED MY JOB.



THEN I ARRANGED
TO WORK FROM HOME,
WHICH, AS YOU KNOW,
IS MY OLD CUBICLE.



FINE.
HERE'S
YOUR
ASSIGN-
MENT.

E-MAIL
IT TO ME.
MY DAY
STARTS IN
10 HOURS.



WE NEED TO ADD A
\$3 COMPONENT TO OUR
PRODUCT TO COMPLY
WITH FEDERAL LAW.



THE PRODUCT REVIEW
COMMITTEE WILL NEED
A COST-BENEFIT STUDY
BEFORE WE DECIDE.



AND YOU KNOW IT'S
ACCURATE BECAUSE I
USED MATH!



THE PRODUCT REVIEW
BOARD APPROVED YOUR
BUSINESS CASE FOR THE
GOVERNMENT MANDATE.



DIVERSITY IS VERY
IMPORTANT TO THIS
COMPANY.



WHAT DO
YOU THINK
"GOVERN-
MENT
MANDATE"
MEANS?

I'VE SEEN
THE WAY
THE MAIL-
MAN LOOKS
AT ME.





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DOGBERT'S TECH
SUPPORT

YES, WE DO CLAIM
THAT OUR SOFTWARE
IS IDIOT-PROOF.



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IF YOU BOUGHT
IT, THAT'S PROOF
YOU'RE AN IDIOT.



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HIGH
FIVE!



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

WHAT?

YOU'VE BEEN
RANDOMLY
SELECTED FOR
A DRUG TEST.



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I HAVE A SHY
BLADDER. I CAN'T
PRODUCE UNDER
PRESSURE!!!



DO IT NOW
OR BE FIRED.



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THANKS
FOR UNDER-
STANDING.



DO IT!
DO IT!
DO IT!
DO IT!



HUMAN RESOURCES
TELLS ME THAT
YOU REFUSED TO TAKE
THE RANDOM DRUG
TEST.



I DIDN'T REFUSE. I
LITERALLY CAN'T DO IT
BECAUSE I HAVE A SHY
BLADDER. IT'S A MED-
ICAL CONDITION THAT
7% OF MEN HAVE.



I HOPE
YOU
WILL
UNDER-
STAND.



IT'S A SIDE
EFFECT OF
THE NOSE
CANDY,
RIGHT?



IF YOU
DON'T GIVE
US A URINE
SAMPLE TO
TEST, I
HAVE TO
FIRE YOU.



HOW
ABOUT
A HAIR
SAMPLE
TO TEST
INSTEAD?



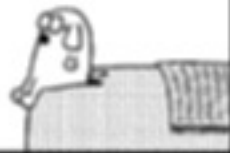
HOW DO
I KNOW
IT'S YOUR
HAIR?



YOU CAN
TAKE THE
SAMPLE
YOURSELF.



ADD THIS TO THE
LIST OF THINGS YOU
SHOULDN'T TRUST
HUMAN RESOURCES
TO DO.



PATTY THE AMPLIFIER
AND DISTORTER

WE GOT A PROPOSAL
FROM A NEW VENDOR
TODAY.



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DILBERT LOVES
THE NEW VENDOR
HE THINKS THAT
ANYONE WHO DIS-
AGREES IS
AN IDIOT!



THAT'S
NOT
WHAT...



HE'S HAVING
AN AFFAIR
WITH THE
SALES REP!



PATTY THE AMPLIFIER
AND DISTORTER

TELL THE PROJECT
TEAM THAT WE'RE
PUSHING BACK THE
SCHEDULE BY A WEEK.



I CAN'T TELL YOU THE
REASON BECAUSE YOU
WOULD AMPLIFY AND
DISTORT IT.



THE SCHEDULE IS
CHANGING BECAUSE
DILBERT HATES
WOMEN!!!





DILBERT[®]



BY

SCOTT ADAMS

WOULD YOU LIKE
TO BUY A CANDY
BAR FOR MY
DAUGHTER'S SCHOOL
FUNDRAISER?

NO THANKS.
I'M NOT
HUNGRY.

THAT'S NOT
REALLY THE
POINT.

WHY WOULD I BUY
AN OVERPRICED CANDY
BAR IF I DIDN'T PLAN
ON EATING IT RIGHT
AWAY?

YOU'D DO IT BECAUSE
YOUR COWORKER
ASKED YOU TO.

THAT'S A
REASON?

YES,
IT IS.

IN THAT CASE,
I'LL TAKE ONE.

FIVE MINUTES LATER

HEY, COWORKER, WOULD
YOU LIKE TO BUY A HALF-
EATEN CANDY
BAR?

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1-1

I DON'T BELIEVE IN
USING BLACKBERRIES.
I PREFER THE OLD
WAYS.



THE ONLY EFFECTIVE
WAY TO COMMUNICATE
IS PERSON TO PERSON.



What's
he bab-
bling
about?
Some-
thing
about
being
old.
I'M A
PEOPLE
PERSON!



SATAN'S VENDOR

YOU'LL HAVE MANY
BENEFITS AFTER OUR
TECHNOLOGY IS
IRREVOCABLY
IMPLEMENTED IN YOUR
NETWORK,



FOR EXAMPLE, WHEN
ONE OF OUR PRODUCTS
STOPS WORKING, WE'LL
BLAME ANOTHER
VENDOR WITHIN 24
HOURS.



DO YOU
HAVE
FREE
T-SHIRTS?

YES,
THEY'RE
MADE OF
THE FINEST
ALLERGENS.



SATAN'S VENDOR

WE'LL SEND YOUR
ENGINEERS TO OUR
FREE TRAINING
COURSE.



THE TRAINING IS
HELD ON OUR OWN
ISLAND RETREAT.



I'M
GOING
WHERE?

FECALRUBA



SATAN'S VENDOR

HA HA HA! NOW THAT YOU'VE IMPLEMENTED OUR PRODUCT, YOU ARE AT OUR MERCY.



WE SHALL RAISE THE PRICE OF UPGRADES AND DELAY PROMISED PATCHES. THERE IS NOTHING YOU CAN DO ABOUT IT. NOTHING!



WOW. YOU'RE FAST WITH THOSE SCISSORS.

I SCRAP.



LET'S USE OUR PROCESS
TO FIGURE OUT WHY
PROJECT WOLVERINE
FAILED.



THERE WAS ONLY
ONE REASON: MAN-
AGEMENT DISCOURAGES
EMPLOYEES FROM
VOICING OPINIONS.



WANAGEWENT
DUTHCOURAGES
UTH. BOO HOO!



I THINK
WHAT WE
SHOULD DO
IS...

WHOA!

GIVE ME A MINUTE
TO INSTALL MY
MANAGEMENT LIS-
TENING CATHETER.

TELL ME ABOUT
YOUR EXCELLENT
SUGGESTION.

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BY

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ANNUAL REVIEW

YOUR PROJECT
CAME IN 10%
OVER BUDGET.

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ACTUALLY, IT
CAME IN AT
EXACTLY WHAT
I ESTIMATED.

YOU CUT MY BUDGET
BY 10% BECAUSE YOU
WANTED TO FEEL
LIKE A LEADER.

I ASSUME YOU'LL GIVE
ME A HUGE RAISE TO
REWARD MY EXCELLENT
ESTIMATING ABILITY.

WHY CAN'T YOU BE
LIKE WALLY? HIS
PROJECT BUDGET
WAS \$10,000,000
AND HE ONLY
SPENT \$147.

IF YOU'RE
SO SMART,
EXPLAIN
THAT!

THAT'S HARD TO
EXPLAIN WITHOUT
USING THE PHRASE
"YOU GULLIBLE TOAD."

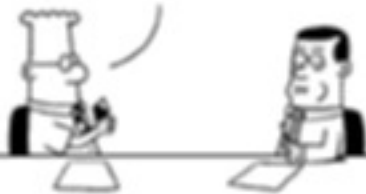
I'M NEXT.
WHAT KIND
OF MOOD
IS HE IN?

NOT SO
GOOD.

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SMOKIN' JIM

I'LL SEE IF THE
ERRORS ARE COMING
FROM THE COMPILER
OR ...UH-OH.



CODE RED! I'M
LOSING HIM! BRING
THE CONTAINMENT
SUIT, STAT!



HE'LL BE HIGHLY
PRODUCTIVE FOR
ANOTHER HOUR. THEN
WE'LL NOTIFY THE
WIDOW.



SMOKIN' JIM

I'VE GOT A NICOTINE
ADDICTION, A TINY
BLADDER, AND
ATTENTION DEFICIT
DISORDER.



SO TALK FAST
BECAUSE I CAN'T
FOCUS FOR MORE
THAN TEN SECONDS.



GAA! I HAVE TO
LEARN TO GIVE
THAT WARNING
FASTER!!!!



YOU NEED
TO WORK
THIS
WEEKEND.



THERE'S
NO WORK
TO DO. I'M
WAITING
FOR INPUT.



THAT DOESN'T
MATTER. STRONG
LEADERS MAKE THEIR
PEOPLE WORK ON
WEEKENDS.



THEN HE ASKED ME
WHAT THE CLUELESS
LEADERS DO, AS IF
I WOULD KNOW THAT.



BEFORE I BEGIN MY DAY, I'D LIKE TO SEE WHICH OF MY THIRTY PROJECTS YOU STILL REMEMBER ASSIGNING TO ME.



10 MINUTES LATER

... AND THIRTY: RE-NAME THE PROJECTS SO IT'S NOT SO EASY TO SPOT OUR OVER-SPENDING.



NONE OF THOSE RING A BELL, BUT THEY ALL SEEM CRITICAL NOW.



GAAA! YOU PUT YOUR
GUM ON THIS RECY-
CLABLE WASTE
MATERIAL!!!



HOW DO YOU LIKE IT
IN YOUR HAIR? HUH?
NOT SO FUNNY NOW
IS IT, TREE-KILLER!



THE WORST PART IS
THAT I ENVY HIM FOR
BEING PASSIONATE
ABOUT HIS JOB.



I'M BETTY THE
BULLDOZER, AND I
ALWAYS GET WHAT
I WANT!



DROP EVERYTHING
AND START DOING
MY BIDDING NOW,
INTERN!



THIS WAS JUST A
TEST. WAIT HERE
UNTIL I NEED
SOMETHING.





DILBERT®



BY

SCOTT ADAMS

WELCOME TO
DOGBERT'S
ACCELERATED
SALES TRAINING
COURSE.

TODAY YOU WILL
LEARN HOW A PERSON
CAN SIMULTANEOUSLY
DRINK AND GOLF.

WHAT WILL
WE LEARN
TOMORROW?

TOMORROW?
WHAT PART OF
"ACCELERATED"
IS CONFUSING
YOU?

AS YOU KNOW, THE
HARD PART ABOUT
DRINKING AND GOLF-
ING IS THAT THEY
BOTH REQUIRE YOUR
HANDS.

THAT'S WHY I
INVENTED THE
SPORTSMAN'S BEER
MUZZLE.

GIVE THIS TO YOUR
CLIENT AND THE SALE
WILL PRACTICALLY
MAKE ITSELF.

THIS ISH
THE BESHT
DAY OF
MY LIFE!

I'LL PUT
YOU DOWN
FOR TEN
PALLET'S OF
MOUSE
PADS.

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CAN YOU BRING
ME UP TO SPEED
BEFORE WE GO
TO THE MEETING?



NO. YOU CAN'T FIT
TWO GALLONS IN A
THIMBLE NO MATTER
HOW FAST YOU POUR.



WAIT A MINUTE...
WHICH ONE OF US
IS THE THIMBLE?



I'VE WRITTEN A
FUTURE BEST-SELLING
BOOK.



IT'S PART FAKE
AUTOBIOGRAPHY AND
PART PLAGIARISM.



PUBLISHER PITCH

YOU WERE
A LARGE
WHITE
WHALE?
WOW!



UNTIL I
MARRIED
MARY
MAGDALENE.



OPRAH INVITED ME
TO APPEAR ON HER
SHOW TO TALK ABOUT
MY BOOK. BUT I'M
TOO BUSY. CAN YOU
PRETEND YOU'RE
ME?



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GOSH... NORMALLY
I WOULD NEVER DO
SOMETHING LIKE
THAT, BUT IT'S
PROBABLY MY ONLY
CHANCE OF BEING
ON OPRAH.
THANK
YOU.



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OW!
OW!
OW!

OPRAH IS A
SURPRISINGLY
GOOD PUNCHER.



EXIT INTERVIEW

AND WHAT IS
YOUR REASON
FOR LEAVING?



TO BE HONEST, I
WAS SPENDING WAY
TOO MUCH TIME
THINKING ABOUT
CREATIVE WAYS TO
KILL YOU.



HAVE
YOU
CLEARED
OUT
YOUR
DESK?



WHY
DON'T
YOU GO
CHECK.



OUR CEO GOT A
\$400,000,000 BONUS
THIS YEAR. CAN I GET
THAT TOO?



WALLY, HE GOT THAT
MUCH BECAUSE HE'S A
MILLION TIMES
MORE IMPORTANT
THAN YOU.



FAIR ENOUGH. CAN
I HAVE THE \$400
THAT YOU SAY I'M
WORTH?



DON'T WORRY, ALICE.
STINKY PETE IS HERE
TO WORK CLOSELY WITH
YOU ON THAT TECH-
NICAL PROBLEM.



I LIKE TO BEGIN BY
RELEASING ALL OF
MY NEGATIVE
ENERGY.



BRRRAAP!





DILBERT®



BY
SCOTT ADAMS

DILBERT, THIS IS
AMBER DEXTROUS,
YOUR NEW CO-
WORKER

NICE TO
MEET YOU.
NICE TO
MEET YOU.

SHE'S
GOING
FOR THE
HUG.

OH HECK, I'LL JUST
GO WITH THE FLOW
AND FOR ONCE NOT
BE THE SOCIALLY
AWKWARD ONE.

SHE WASN'T GOING
FOR THE HUG. SHE
SHAKES WITH BOTH
HANDS.

SHE'S THE PERFECT
EMPLOYEE. SHE CAN
DO TWO THINGS AT
THE SAME TIME!

HUMAN RESOURCES
SURGICALLY SEPARATED
THE TWO SIDES OF HER
BRAIN SO SHE CAN
MULTITASK.

TWO DAYS LATER

I'M SORRY TO REPORT
THAT AMBER DROWNED
WHILE TRYING TO TALK
AND DRINK WATER AT
THE SAME TIME.

HUMAN RESOURCES
WOULD LIKE TO SEE
YOU AFTER THIS
MEETING.

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STINKY PETE

I WAS JOGGING TO
WORK AND EATING
MY ONION SANDWICH
WHEN I SPOTTED A
SEWAGE SPILL.



SO I DID WHAT ANY—
ONE WOULD DO IN
THAT SITUATION: I
ROLLED AROUND IN IT.



A PENNY
FOR YOUR
THOUGHTS.



I MUST
INSERT
MY HEAD
INTO MY
BUTTOCKS
SO I CAN
BREATHE.



I CAN NO LONGER WORK
WITH YOU BECAUSE OF
WHAT YOU SAID TO
SOMEONE ABOUT ME.



WHAT DID I
ALLEGEDLY SAY
TO WHOM?



I CAN'T TELL YOU
WITHOUT VIOLATING
THE INSANE CHICK
CODE OF ETHICS.



WELCOME TO THE
MONTHLY MEETING
OF INSANE CHICKS.



OUR SPEAKER TODAY
IS BETTY, AND HER
TOPIC IS "ALL THE
PEOPLE WHO ARE
INTENTIONALLY
HURTING US."



THE BREAKOUT SESSION
IS TITLED "HOW TO
TURN YOUR IMAGINARY
PROBLEMS INTO REAL
ONES."



THE SOCIETY OF
INSANE CHICKS

I KNOW HE HATES
ME BECAUSE HE LIKES
TO PLAY RACQUETBALL.



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MAYBE HE JUST
LIKES RACQUETBALL.
AND WANTS TO STAY
HEALTHY.



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LEAVE
NOW.



I DID A BACK—
GROUND CHECK AND
DISCOVERED THAT
YOU EMBELLISHED
YOUR RÉSUMÉ.



FOR EXAMPLE,
THERE'S NO COLLEGE
NAMED "THE EINSTEIN
ONE."



AND I'M REASON—
ABLY CERTAIN THAT
"SMARTOLOGY" ISN'T
A REAL MAJOR.



NOW THAT I KNOW
YOUR RÉSUMÉ WAS
EMBELLISHED, YOU
NEED TO TALK TO
THE VP OF HUMAN
RESOURCES.



ARE YOU
GOING TO
FIRE ME?



NAH. I'LL
LET YOU
IN ON A
LITTLE
SECRET.



I'M THE FICUS
TREE THAT USED
TO BE IN THE
LOBBY.





DILBERT®



BY
SCOTT ADAMS

DILBERT, I HAVE
A LITTLE PROJECT
FOR YOU TO DO IN
YOUR SPARE TIME.

WHAT EXACTLY IS
MY "SPARE TIME"?

WELL, FOR EXAMPLE,
THERE'S THE TIME
THAT NORMAL PEOPLE
WOULD USE FOR
DATING.

AND SINCE YOU'RE
NOT DATING, YOU CAN
TRIM A FEW MINUTES
FROM YOUR HYGIENE
SCHEDULE TOO.

THEN THERE'S THE
TIME YOU SPEND
DAYDREAMING ABOUT
A FULFILLING LIFE.

THAT'S EXACTLY LIKE
STEALING FROM THE
COMPANY.

AND YOUR STUPID
QUESTIONS — THOSE
HAVE TO TAKE AT
LEAST AN HOUR A
DAY.

ARE MY
QUESTIONS
STUPID?

NOT AS
BAD AS
YOUR
ANSWERS.

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WE DISCOVERED THAT
THE MUD IN ELBONIA
IS CAUSED BY AN
ABUNDANCE OF OIL AND
COAL NEAR THE
SURFACE.



OUR COUNTRY WILL
BE PROSPEROUS AND
HAPPY FOREVER UNLESS
WE DO SOMETHING
INCREDIBLY STUPID.



ARE YOU
BUILDING
ANY WEAPONS
OF MASS DE-
STRUCTION?

WHY? IS
THAT A
PROBLEM?



I WANT YOU TO WRITE
A BUSINESS CASE FOR
LOBBYING OUR GOV-
ERNMENT TO ATTACK
ELBONIA.



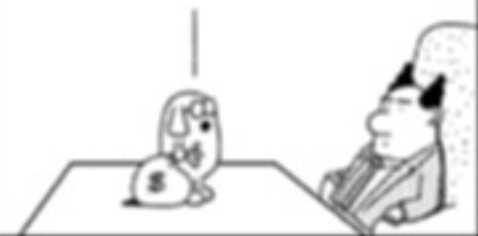
IN THE RISK ANALYSIS
SECTION, DO YOU WANT
ME TO ASSUME THAT
HELL IS REAL OR
IMAGINARY?



REAL. BUT REMEMBER
TO DISCOUNT THE
INFINITE FUTURE
FLOWS OF AGONY TO
THE PRESENT SO IT
DOESN'T LOOK
SO BAD.



IF YOU HIRE ME AS
YOUR LOBBYIST I
WILL CONVINCE
SWITZERLAND TO
ATTACK ELBONIA.



WHEN THE WAR
BEGINS, YOUR SALES
OF KEVLAR™ LEDERHOSEN
WILL SKYROCKET!



IT'S NOT AS BAD AS
IT SOUNDS. ELBONIANS
BELIEVE THAT IF THEY
DIE FIGHTING A NEUTRAL
COUNTRY, THEIR SOULS
GET CANDY.



DOGBERT THE LOBBYIST

FOR A MILLION DOLLARS I CAN HAVE THE GOVERNMENT INCLUDE YOUR INDUSTRIAL WASTE IN THE RECOMMENDED FOOD PYRAMID.



FOR ANOTHER MILLION I'LL HAVE CONGRESS AUTHORIZE HUGE TAX BREAKS FOR SOULLESS, BLACKBERRY-USING WEASELS WITH COFFEE BREATH.



I JUST WANT TO HUG YOU!

THAT'S ANOTHER MILLION.



DOGBERT THE LOBBYIST

CONGRESSMAN, I WILL
GIVE YOU THIS BAG OF
MONEY IF YOU VOTE
FOR TAX BREAKS FOR
MY CLIENT.



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TRY TO BE
LESS OBVIOUS
THAN THE LAST
TIME.



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YES!
I VOTE
YES!



YOU'RE IN LUCK. I'VE
LOBBIED THE GOVERN-
MENTS OF SEVERAL
COUNTRIES TO ATTACK
YOUR COUNTRY AND
LIBERATE YOU
AND YOUR OIL.



WE'RE ALREADY A
DEMOCRATIC COUNTRY!
YOU'RE CONFUSING US
WITH NORTH ELBONIA!

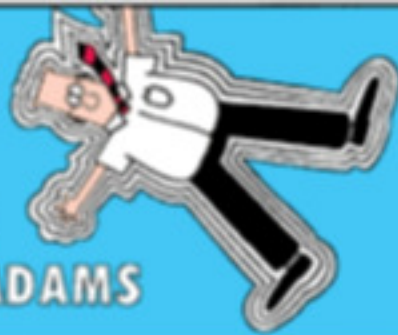


FOR A NITPICKER,
YOU SURE DRESS
POORLY.





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WALLY, YOU'VE AGREED
TO PULL TOGETHER ALL
OF THE TECHNICAL
SPECIFICATIONS BY
THURSDAY, RIGHT?



YES, I'LL LOOK INTO
PULLING THAT STUFF
TOGETHER.



I DON'T NEED YOU
TO "LOOK INTO IT."
I NEED YOU TO DO IT.



I AGREE.



ARE YOU AGREEING
THAT I NEED IT OR
AGREEING TO DO IT?



YOU WILL HAVE
THE LIST OF WHO
HAS THE TECHNICAL
SPECIFICATIONS
BY THURSDAY.



I DON'T NEED THE
LIST OF WHO HAS
THEM. I NEED THE
SPECIFICATIONS!



I AGREE.



GAAA!!!
FORGET IT!
I'LL GET THEM
MYSELF!



DID YOU
HELP BOB
GET WHAT
HE NEEDS?



HE'LL HAVE
EVERY-
THING BY
THURSDAY.



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SORRY I'M LATE. I
WAS BEHIND A HERD
OF SLOW WALKERS.



I COULDN'T JOG
AROUND THEM AT THE
WIDE SPOTS BECAUSE
MY COFFEE CUP WAS
TOO FULL.



IT'S ALL PART
OF MY CAN'T-DO
APPROACH TO LIFE.



MY POINTY-HAIRED
BOSS COULDN'T MAKE
IT, SO HE ASKED ME TO
TAKE NOTES.



THE ENTIRE REASON
FOR THIS MEETING
IS TO GET HIS INPUT.
HOW THE ~~HELL~~ DOES
TAKING NOTES HELP??



THE...
ENTIRE...



WHAT TYPE OF
MEETING DECISION-
MAKING STYLE WILL
WE BE USING TODAY?



WILL IT BE
AUTHORITATIVE,
CONSULTATIVE,
VOTING OR
CONSENSUS?



SHUT
YOUR
COFFEE
HOLE.

WELL
PLAYED.



I FIND IT RATHER
DEMOTIVATING THAT
YOU NEVER PRAISE ME
FOR A JOB WELL DONE.



YOU'VE
NEVER
DONE
A JOB
WELL.

THAT'S
BECAUSE
I'M DE-
MOTI-
VATED.



YOU
HAVE
TO GO
FIRST.

WOULDN'T
THAT MAKE
ME THE
LEADER?



TODAY I HAD A CHOICE
OF DOING SOMETHING
IMPORTANT THAT NO
ONE WOULD EVER
REALIZE...



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... OR DOING SOME-
THING USELESS THAT
WOULD LOOK LIKE AN
ACCOMPLISHMENT.



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SO I ATTENDED
MEETINGS UNTIL
I COULD NO LONGER
APPRECIATE THE
DIFFERENCE.



KEEP UP
THE GOOD
WORK.

DO YOU
KNOW
WHERE
ASOK IS?



NO, I
DO NOT!

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DO YOU THINK IT'S MY
JOB TO KNOW THE
LOCATION OF ALL
EMPLOYEES? DO YOU?
DO YOU? DO YOU?



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HAVE
YOU
SEEN
ALICE?

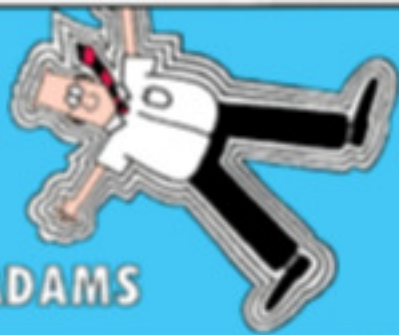


GAAA!!!
MY HAIR
IS ON
FIRE!!





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WHAT THE...? HOW CAN YOU BE RELAXED WITH SO MUCH WORK TO DO?

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YOUR MISTAKE IS TAKING PRIDE IN HOW MUCH WORK YOU CAN COMPLETE.

YOU SEE, ALICE, THERE'S AN INFINITE QUANTITY OF POTENTIAL WORK.

BUT IT'S ONLY POSSIBLE TO DO A FINITE AMOUNT.

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YOU HAVE SET YOURSELF UP FOR CERTAIN FAILURE ACCORDING TO YOUR OWN ARBITRARY STANDARD.

BY WAY OF CONTRAST, I TAKE PRIDE IN NOT TAKING PRIDE IN MY WORK.

I'VE ALREADY ACHIEVED MY GOAL AND IT'S NOT EVEN LUNCH TIME YET.

DON'T YOU NEED A NEW GOAL FOR AFTER LUNCH?

I'M AIMING FOR A DISTENDED STOMACH.

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WALLY, ARE YOU
SURE YOU SHOULD
EAT THAT BURRITO?
YOU DO NOT HAVE
ISO 9004-3 CERTI-
FICATION.



HA
HA HA HA
HA HA HA HA



IT IS ENTIRELY
POSSIBLE THAT
I HAVE BEEN
WORKING HERE
FOR TOO LONG.



IS IT MORE IMPORTANT
TO FOLLOW OUR DOCU-
MENTED PROCESS OR TO
MEET THE DEADLINE?



I ONLY ASK BECAUSE
OUR DEADLINE IS
ARBITRARY AND OUR
DOCUMENTED PROCESS
WAS PULLED OUT OF
SOMEONE'S LOWER
TORSO.



WHERE'S
YOUR
ARTIFICIAL
SENSE OF
URGENCY?



TEAM-
WORK
KILLED
IT.



WALLY, I CAME TO
ASK YOU FOR THE
NEW DESIGN SPECS.



BUT WE BOTH KNOW
YOU'LL SEND ME TO
SOMEONE WHO DOESN'T
HAVE THEM. AND THAT
PERSON WILL REFER ME
BACK TO YOU.



WHEN I RETURN, YOU
WILL HAVE ESCAPED
TO YOUR SECRET
HIDING PLACE.

TED HAS
THE SPECS.



THERE'S A LITTLE
THING I LIKE TO
DO BEFORE ANY
MEETING WITH A
MARKETING GUY.



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BONK!



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THIS WAY THERE'S
MORE CONGRUENCE
BETWEEN THE THINGS
YOU SAY AND THE
WAY YOU LOOK.



ALICE, I'VE RECEIVED
SOME COMPLAINTS
THAT YOU HAVE BEEN
BONKING THE HEADS
OF MARKETING PEOPLE
ON TABLES.



WHERE ELSE SHOULD I
BONK THEIR HEADS?
TABLES ARE THE
BEST PLACES!!!



I DON'T
THINK
I'M GET-
TING
THROUGH.

THE
CHAIR
IS WAY
TOO SOFT!



ALICE, INTERVIEW
THE GUY IN OUR
CONFERENCE ROOM
AND SEE WHAT HE
CAN DO FOR US.



I'M GOING TO BONK
YOUR HEAD ON THE
TABLE. IF IT SOUNDS
EMPTY, YOU'LL WORK
IN MARKETING.



HOW
DID
IT GO?



I BONKED
TOO HARD.
WE JUST
GOT A NEW
SALES GUY.





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BY

SCOTT ADAMS

DID YOU FUND THE
INFRASTRUCTURE
PROJECT YET?

NOPE.

I'M PLAYING BUDGET
CHICKEN WITH THE
DIRECTOR OF OPERA-
TIONS.

I'M HOPING THAT HIS
DEPARTMENT NEEDS
THE INFRASTRUCTURE
MORE THAN
WE DO.

IF I CAN BLUFF HIM
INTO FUNDING THE
PROJECT WITH HIS
BUDGET INSTEAD OF
MINE, I WIN.

HE'LL BE REPRIMANDED
FOR EXCEEDING HIS
BUDGET AND I'LL GET
A BONUS FOR BEING
UNDER MINE.

I'LL USE THE
BONUS TO BUY
A SUMMER CABIN
BY THE LAKE.

THEN I'LL E-MAIL HIM
PICTURES OF MY CABIN
AND SAY, "I HOPE YOU'RE
ENJOYING YOUR INFRA-
STRUCTURE AS MUCH
AS I'M ENJOYING MY
CABIN!"

YOU'VE
REACHED
A NEW
LOW.

I'VE BEEN
THINKING
OF FIRING
YOU SO I
CAN GET A
FISHING
HAT.

YOU'VE HAD FIFTEEN
JOBS IN TWO MONTHS.
HOW CAN I BE SURE
YOU'RE NOT A JOB
HOPPER?



MAYBE I CHANGE
JOBS A LOT. AND MAYBE
I HAVE GIGANTIC
RABBIT EARS. BUT DOES
THAT MAKE ME A
HOPPER?



OKAY,
OKAY,
YOU'RE
HIRED.

I AM SO
SICK OF
THIS
PLACE!



I HEAR
YOU'RE
A JOB
HOPPER.



I LIKE TO
THINK I
HAVE HIGH
STANDARDS.



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ARE YOU AWARE THAT
ALL JOBS REQUIRE YOU
TO DO THINGS YOU'D
RATHER NOT DO?

THAT'S
WHY THEY
HAVE TO
PAY YOU.



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PERHAPS
YOUR EX-
PECTA-
TIONS
ARE UN-
REALI-
STIC.



I QUIT!
I'M GOING
SOMEPLACE
WHERE MY
COWORKERS
WILL NEVER
WASTE MY
TIME!!!



MY POWERPOINT
PRESENTATION IS
A VISION OF BEAUTY
AND PERSUASION.



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IT WILL MAKE
ENGINEERS WEEP,
AND PROFITS WILL
RAIN DOWN FROM
THE SKY.



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JEEPERS.
WHAT
KIND OF
LIMPING
SCROD IS
THAT?



THE
GOOD
KIND!



DID YOU HAVE A
CHANCE TO REVIEW
MY POWERPOINT
PRESENTATION?



IT'S FULL OF TECHNICAL
JARGON AND IT'S WAY
TOO LONG.



DID
YOU
EVEN
LOOK
AT IT?



WHY WOULD
I LOOK AT
SOMETHING
LIKE THAT?



OUR CEO ONLY HAS
FIVE MINUTES. IS
THAT ENOUGH TIME
FOR YOUR POWERPOINT
PRESENTATION?



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NO. AN INCOMPLETE
EXPLANATION OF THE
SITUATION WILL CAUSE
MASSIVELY HARMFUL
STRATEGIC CHOICES.



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WHAT CAN
WE GET FOR
FOUR-AND-
A-HALF
MINUTES?



IN ORDER TO MAKE
AN INFORMED DECISION,
YOU WOULD NEED TO
KNOW AS MUCH AS I
KNOW.



THAT'S IMPOSSIBLE,
SO INSTEAD, BY
MUTUAL, IMPLIED
AGREEMENT, I WILL
FEED YOU SOME LIES
THAT POINT YOU TO
THE RIGHT DECISION.



IF WE DON'T UPGRADE
OUR SERVERS, A HERD
OF TROLLS WILL
ATTACK HEAD-
QUARTERS.



NO
TROLLS!





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BY
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I'M LIKE THE
STORY OF THE AUTO
MECHANIC.

A WOMAN HAS HER
CAR TOWED INTO THE
SHOP. THE MECHANIC
OPENS THE HOOD
AND TAKES A LOOK.

AFTER ABOUT TEN
SECONDS HE TAKES A
HAMMER AND TAPS
THE ENGINE. IT
STARTS RIGHT UP.

THE MECHANIC
SAYS, "THAT WILL BE
\$100, PLEASE."

THE WOMAN SAYS,
"\$100??? ALL YOU
DID WAS TAP THE
ENGINE!"

THE MECHANIC SAYS,
"IT'S \$90 FOR KNOWING
WHERE TO TAP AND \$10
FOR THE TAP."

TAP!

20 YEARS AGO I
WOULDN'T HAVE
KNOWN WHICH
ONE OF YOU TO
TAP.

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HEY, I'M HAVING A
SCHADENFREUDE
PARTY. WOULD YOU
LIKE TO COME?



SURE! I DON'T KNOW
WHAT SCHADENFREUDE
MEANS, BUT IT
SOUNDS FUN.

TOO BAD
YOU'RE NOT
INVITED,
LOSER.



OUCH.

BEST
PARTY
EVER.



CUSTOMERS ARE
COMPLAINING THAT
OUR PRICE STICKERS
LEAVE WHITE CRUD
ON THE PRODUCT.



OUR ACTION PLAN
IS TO INCLUDE
DIRECTIONS ON HOW
TO LICK IT OFF.



WHAT
ABOUT
FINGER-
NAILS?

WHY
WOULD
YOU LICK
FINGER-
NAILS?



DO YOU MIND IF I
SPOUT OBVIOUS
GENERALITIES ABOUT
INFORMATION?



IF YOU HAVE TOO MUCH
INFORMATION, AND IT'S
NOT ORGANIZED IN ANY
USEFUL WAY, THEN IT
CAN'T HELP YOU MAKE
DECISIONS.

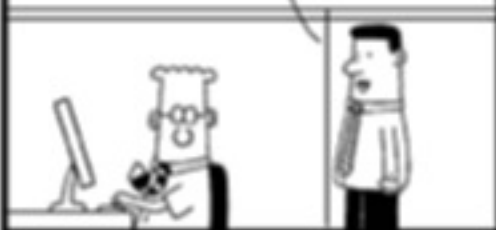


ARE
YOU A
CONSUL-
TANT OR
AN
IDIOT?

I WISH
I KNEW.



DO YOU MIND IF I
SPOUT OBVIOUS
GENERALITIES ABOUT
INFORMATION?



IF YOU HAVE TOO MUCH
INFORMATION, AND IT'S
NOT ORGANIZED IN ANY
USEFUL WAY, THEN IT
CAN'T HELP YOU MAKE
DECISIONS.



ARE
YOU A
CONSUL-
TANT OR
MILDLY
RETARDED?

I WISH
I KNEW.



THE GENERIC
CONSULTANT

YOU'LL HAVE TO DRINK
FROM THE FIREHOSE
UNLESS...



... YOU DRILL DOWN
AND CHECK THE
DASHBOARD TO SEE
WHY THE BLOATWARE
BUBBLED UP FROM THE
BAKE-OFF.



DOES
THAT
MEAN
ANY-
THING?

DON'T
PING MY
CHEESE
WITH YOUR
BANDWIDTH.



THE MILDLY RETARDED
CONSULTANT

YOU'LL HAVE TO DRINK
FROM THE FIREHOSE
UNLESS...



... YOU DRILL DOWN
AND CHECK THE
DASHBOARD TO SEE
WHY THE BLOATWARE
BUBBLED UP FROM THE
BAKE-OFF.



DOES
THAT
MEAN
ANY-
THING?

DON'T
PING MY
CHEESE
WITH YOUR
BANDWIDTH.



YOU KNOW WHAT'S
FUNNY? I'M GETTING
PAID TO CONSULT, BUT
YOU'RE THE SMART-
EST AND MOST EXPERI-
ENCED PERSON IN THE
ROOM.



THAT MUST BURN YOU
LIKE THE HEAT OF A
THOUSAND SUNS.



THAT'S MY
FAVORITE
SOUND!



HI. I'M YOUR
NEW NEMESIS.

THE NEMESIS FUNCTION
USED TO BE HANDLED
INFORMALLY. NOW IT'S
A PROFESSION, KIND OF
LIKE PROJECT MANAGE-
MENT.

STAND BY WHILE I
PREPARE MY NEMESIS
FACE AND LOOK FOR
REASONS TO THWART
YOU.



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BY

SCOTT ADAMS



WHEN DO I NEED TO
GIVE THE SPECS TO
THE PROGRAMMERS?

THEY DON'T
NEED THEM.

WHY? IS IT
BECAUSE THEY
ALREADY KNOW
WHAT TO DO?

YES, EXACTLY.
THEY KNOW HOW
TO DO THAT PART.

WELL, NOW I HAVE
A DIFFICULT CHOICE.

I COULD CALL THE
PROGRAMMERS, PROVE
YOU WRONG, AND SUFFER
THE CONSEQUENCES IN
A THOUSAND SUBTLE
WAYS...

OR I COULD DO
NOTHING AND WAIT
TO GET HOSED FOR
NOT PROVIDING THE
SPECS ON TIME.

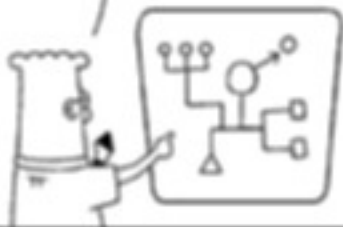
GEEZ, YOU COMPLAIN
WHEN I DON'T GIVE
YOU CHOICES TOO.

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AND THAT'S WHY I
RECOMMEND USING
THIS PROCESS.



THE OFFICE NEMESIS

HAVE YOU DONE A
COST-BENEFIT
ANALYSIS FOR EVERY
CONCEIVABLE OPTION?



SAFETY
VIOLATION!
SAFETY
VIOLATION!



BY NOW, YOU'VE
NOTICED THAT YOUR
JOBS ARE HIDEOUS
NIGHTMARES OF
FRUSTRATION AND
UNDERPAYMENT.



BUT WHAT YOU DON'T
KNOW IS THAT EVERY
OTHER COMPANY IS
EXACTLY THE SAME.



REDUCE
EMPLOYEE
TURNOVER...
CHECK.



DROP THE CELL PHONE.
I DARN YOU TO HECK.

BLAH
BLAH
BLAH

SERIOUSLY. DON'T
MAKE ME USE THE
SPOON.

BLAH
BLAH
BLAH

I'M SORRY
IT HAD TO
COME TO
THIS.

MORDAC, THE PREVENTER
OF INFORMATION
SERVICES

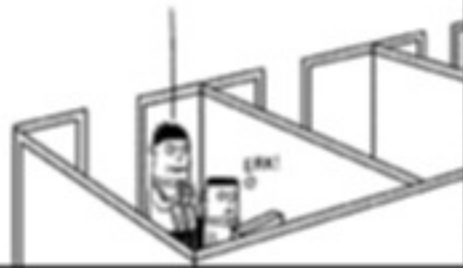
YOU HAVE EXCEEDED
YOUR E-MAIL
STORAGE
LIMIT!



TO INCREASE YOUR
LIMIT, YOU MUST GET
APPROVAL FROM YOUR
VP, THE CIO, AND ONE
NONEXISTENT PERSON
TO BE NAMED LATER.



I'M THINKING EITHER
A YETI OR A BIKINI
MODEL WHO IS ALSO
AN ENGINEER.



THIS WEEK I TRIED
TO WORK, BUT POP-
UP MESSAGES KEPT
TELLING ME TO UPDATE
MY COMPUTER'S
SOFTWARE.



I TRIED CLOSING THE
POP-UP WINDOWS,
BUT THEY JUST KEPT
COMING BACK. THERE
WERE TOO MANY OF
THEM!



DID
YOU
UPGRADE
YOUR
SOFT-
WARE?

GREAT.
I SEE
WHOSE
SIDE
YOU'RE
ON.



TODAY I WILL
KEEP A POSITIVE
ATTITUDE ABOUT
LIFE.



I CANCELED YOUR
PROJECT SO I CAN
USE THE BUDGET TO
REMODEL MY OFFICE.



YAY
LIFE!





DILBERT®



BY

SCOTT ADAMS

DILBERT, MEET YOUR
NEW COWORKER, PHIL
O'DENDRON.

PHIL IS A POTTED
PLANT. HE'LL SIT IN
YOUR CUBICLE ALL
DAY WHILE YOU
TRY TO WORK.

DOES IT
TALK?

HE HAS THREE
STORIES THAT HE
REPEATS IN AN
INFINITE LOOP.

HE'LL BEGIN WITH
HIS REASONS FOR
WHY YOU SHOULD
USE HIS TAX GUY.

THEN HE'LL DO A
RECAP OF RECENT
REALITY TV SHOWS.

AND LAST BUT NOT
LEAST, "THE WAY
WE DID IT AT MY
LAST JOB."

HOW DO
YOU PLAN
TO CUT
EXPENSES?

WELL,
PERFOR-
MANCE
BONUSES
ARE UNDER
CONTROL.

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MAYBE I'LL
QUIT THIS
JOB AND
SELL THINGS
ON EBAY.

WHAT
THINGS?

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ITEMS.

PEOPLE
LIKE
ITEMS.

GOOD
PLAN.

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WALLY, WE'VE BEEN
MONITORING YOUR
INTERNET USAGE.



YOU'VE BEEN RUNNING
A SIDE BUSINESS ON
EBAY, SELLING OUR
OFFICE SUPPLIES.



WELL, I GUESS
EMPOWERMENT
TURNED OUT TO
BE A BUNCH OF
BLAH, BLAH, BLAH.



WALLY, I'VE DOCU-
MENTED ALL OF YOUR
DISCIPLINARY ISSUES
IN YOUR PERSONNEL
FILE.



YOU HAVE VIOLATIONS
FOR EVERY LETTER OF
THE ALPHABET EXCEPT
Z. FOR SOME REASON
YOU MISSED THAT ONE.



ZZZZZZ



WALLY HAS A LAZINESS
DISABILITY. IF YOU FIRE
HIM, I WILL SUE YOU
FOR VIOLATING LABOR
LAWS.



FURTHERMORE, HE
IS PART ENDANGERED
BUTTERFLY, ON HIS
MOTHER'S SIDE.



AS WE SPEAK, HE'S
LOOKING FOR A
WORKPLACE HAZARD
TO ROLL AROUND IN.



YOUR LAWYER
THREATENED TO SUE
IF I FIRE YOU FOR
GROSS INCOMPETENCE.
SO I DECIDED TO LET
YOU STAY.



AND WE'VE MOVED
TO AN ALPHABETICAL
SYSTEM FOR AWARDED
"EMPLOYEE OF THE
MONTH." THIS IS YOUR
MONTH.



STUPID
ALPHABET.



ALICE, WE'RE DOING
SOME CONSTRUCTION
AND I HAVE TO MOVE
YOU TO A SLIGHTLY
LARGER CUBICLE.



MUWHAHAHA! I WILL
USE THE POWER OF MY
SLIGHTLY LARGER
CUBICLE TO RULE MY
COWORKERS WITH AN
IRON FIST!



GET OUT OF
MY WAY, YOU
WORTHLESS
MICROCUBER!!





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THERE'S ONE
THING YOU
SHOULD
KNOW...

WHOA,
WHOA,
ASOK!

WHAT?

NEVER TELL
HIM ANY-
THING WHEN
HE'S DIS-
TRACTED.

HE WON'T REMEMBER
WHAT YOU SAY.
LATER HE'LL BLAME
YOU FOR NOT TELLING
HIM.

ALSO AVOID TELLING
HIM ANYTHING WHEN
HE'S ANGRY, LATE, OR
BUSY.

AND DON'T TELL
HIM ANYTHING
WHEN HE'S TENSE
OR HUNGRY.

THAT
DOESN'T
LEAVE
MUCH.

I USUALLY
WAIT FOR
A YAWN.

YAWN

MY PROJECT
IS BEHIND
SCHEDULE
BECAUSE THE
VENDOR LIED!!!

THE NEXT
ONE IS ALL
YOURS.

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THIS IS A PICTURE OF
MY CUBICLE. AS YOU
CAN SEE, IT'S SLIGHTLY
LARGER THAN YOURS.



THAT MEANS I'M
SLIGHTLY MORE
IMPORTANT THAN
YOU.



AND YET
YOU'VE
WORKED
HERE MUCH
LONGER.



I
GET
IT!!!



I COULDN'T DO ANY
WORK THIS WEEK
BECAUSE YOU GAVE
ALICE A BIGGER
CUBICLE.



YOUR FAVORITISM
HAD A CORROSIVE
EFFECT ON MY MORALE,
THUS INHIBITING MY
EFFECTIVENESS.



I'M OPTIMISTIC
THAT YOU'LL DO A
BETTER JOB OF
MOTIVATING ME
NEXT WEEK.





I'M A
TECHNOLOGY
LEFT-BEHIND.



I DON'T KNOW HOW TO
USE A COMPUTER, CELL
PHONE, PDA, DIGITAL
CAMERA, IPOD OR TIVO.



I'D RECOMMEND
A LIFE OF CRIME
BUT YOU AREN'T
QUALIFIED.

THE HIGHLIGHT OF
MY WORKDAY IS THIS
HAM SANDWICH.



FROM NOW UNTIL
QUITTING TIME,
NOTHING ELSE WILL
BE AS REWARDING.



WHAT DO
YOU DO
AFTER
WORK?

I THINK
ABOUT THE
SANDWICH.



WE CAN KICK A FIELD
GOAL IN THE NINTH
INNING IF WE USE A
FULL-COURT PRESS.



REMEMBER THAT YOU
DRIVE FOR SHOW BUT
YOU PICK UP THE SPARE
FOR DOUGH.



HAVE YOU BEEN HELP-
ING ALICE WITH HER
SPORTS METAPHORS?

PERHAPS.



EXECUTIVE COMPENSATION
REVIEW BOARD

HOW MUCH SHOULD
WE PAY OUR CEO IF
HE JUST SHOWS UP
FOR WORK?



FIFTY
MILLION
DOLLARS!!!



THE CLOWN
MAKES A GOOD
ARGUMENT.





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YOU EXCEEDED ALL OF YOUR GOALS THIS YEAR.



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BUT I CAN'T GIVE YOU MUCH OF A RAISE BECAUSE YOU DIDN'T HAVE THE APPEARANCE OF SUCCESS.



UM... WHAT?



I HAVE TO JUSTIFY TO MANAGEMENT ALL LARGE RAISES, AND THEY DON'T KNOW THAT YOU EXIST.



WHO DO THEY THINK ACCOMPLISHED ALL OF MY GOALS?



I'LL MAKE IT UP TO YOU NEXT YEAR.



WHO WAS THAT?



SOME VENDOR.

IF I BUY THIS, HOW
CAN I BE SURE YOU
WON'T COME OUT WITH
A NEWER VERSION NEXT
WEEK?



I GIVE YOU MY WORD
AS A JOB-HOPPING
COMMISSION JUNKY
WITH A GAMBLING
PROBLEM.



AND EVEN IF WE
DID HAVE A NEWER
VERSION, IT SURE
WOULDN'T FIX ANY OF
THE PROBLEMS THAT
THIS ONE HAS.



WOW! YOU'RE A
DECORATED ARMY
COMBAT VETERAN.



THAT'S THE KIND
OF TOUGHNESS WE
NEED AROUND HERE.

YOU'RE
HIRED!



THEN WE'LL HAVE A PRE-
MEETING TO DISCUSS
LEVERAGING OUR SYN-
ERGIES TO PRODUCTIZE
OUR CONTENT.



IS IT DIFFICULT TO
TRANSITION FROM
LEADING TROOPS IN
COMBAT TO THE
CORPORATE LIFE?



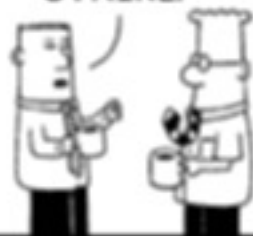
WHERE ARE
THE PRODUCT
SPECS?!!



THE MAIN DIFFERENCE
IS THAT IT'S HARDER
TO GET GOOD INTEL.



THE ENEMY WAS
LESS THAN FIFTY
FEET AWAY AND MY
ONLY HOPE WAS TO
CALL FOR AN AIR
STRIKE.



THAT REMINDS ME
OF THE TIME I RAN
OUT OF STAPLES AND
HAD TO USE GLUE.



AND THEN
A SNIPER
SPOTTED
ME.

MY
GLUE
WAS
BAD.



STEVE, ASK EVERY-
ONE IN THE DEPART-
MENT TO SIGN THIS
BIRTHDAY CARD FOR
MY SECRETARY.



I'VE LED MEN IN
COMBAT AND THIS
IS THE SORT OF
ASSIGNMENT YOU
GIVE ME??? ? ?



ALSO, RUN DOWN TO
THE CONVENIENCE
STORE AND BUY HER
SOMETHING FLUFFY
OR ORANGE.



WHAT ARE YOU GOING
TO WEAR TO TED'S
WEDDING?



WHATEVER COMES
UP IN THE ROTATION.



THEN SHE SHRIEKED
SOME NONSENSE ABOUT
SPENDING SIX MONTHS
SHOPPING FOR SHOES
AND STARTED TO
PUNCH ME.





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HOW WAS YOUR
CONFERENCE CALL?

VERY SUCCESSFUL.
BILL SAID HE'D FIND
A NEW SUPPLIER FOR
THE CASING.

OR IT MIGHT HAVE
BEEN RON, TED, OR
BOB. THEY ALL SOUND
THE SAME ON THE
PHONE.

I HOPE IT WASN'T
BILL. HE NEVER
FOLLOWS THROUGH.

RON IS TOO OVER-
WORKED. TED IS A
LIAR AND BOB'S A
MORON.

I'D SAY THE CALL
WAS A WASTE OF TIME.
IT MIGHT EVEN BE A
HUGE STEP BACKWARD.

SUCCESS IS THE HAPPY
FEELING YOU GET
BETWEEN THE TIME
YOU DO SOMETHING AND
THE TIME YOU TELL A
WOMAN WHAT YOU DID.

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YOU'RE IN CHARGE
OF INSTALLING THE
SYSTEM THAT LYIN'
JOHN SOLD TO OUR
BIGGEST CUSTOMER.



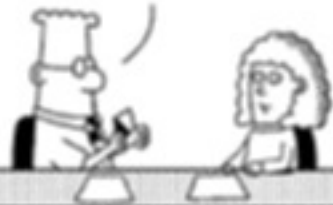
LYIN' JOHN NEGLECTED
TO INCLUDE THE NET-
WORK AND SERVER IN
HIS SALE. THIS IS A
FINANCIAL SINKHOLE.



YOU TAKE
THE JOY OUT
OF DELEGATING.



HERE'S THE PROBLEM:
OUR SALESMAN, LYIN'
JOHN, SOLD YOU A
SYSTEM THAT WE
CAN'T INSTALL WITH-
OUT LOSING MONEY.



I PROPOSE THAT YOU
PAY US 40% MORE THAN
WE QUOTED YOU IN
THE CONTRACT, AND
EVERYONE WINS.



HER BODY
LANGUAGE
SAYS SHE'S
THINKING
ABOUT IT.



PER YOUR SUGGESTION,
I ASKED OUR CUSTOMER
TO VOLUNTARILY PAY
US MORE MONEY TO
COVER OUR BIDDING
ERROR.



IT MIGHT SURPRISE
YOU TO LEARN THAT
OUR CUSTOMER DOESN'T
LIKE THAT IDEA.



YOU PROBABLY
MADE IT SOUND
LIKE A BAD THING.



OUR SALES GUY VASTLY
UNDERBID A JOB. NOW
IT'S MY PROJECT TO
INSTALL THE SYSTEM
IN A WAY THAT'S
PROFITABLE.



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BLAME YOUR CUSTOMER
FOR UNDERSPECIFYING
THE FEATURES THEN
CHARGE HER THROUGH
THE NOSE FOR CHANGE
ORDERS.



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THREE
MILLION
DOLLARS
FOR AN
ELECTRICAL
PLUG?



THE BASE
MODEL USES
A POTATO
BATTERY.



I WANT
EMPLOYEES
WHO ARE
PASSIONATE!



GIVE ME THIS
JOB OR SO HELP
ME GOD, I WILL
CUT OFF MY EAR!



AND I'M
A PEOPLE
PERSON.



MY NEW STRATEGY IS
TO HIRE PASSIONATE
PEOPLE INSTEAD OF
SMART ONES.



I CURSE THE
AIR CONDITIONING
SYSTEM THAT BLOWS
SUCH A COLD WIND!



I CAN ALREADY
FEEL OUR STOCK
PRICE GOING UP.



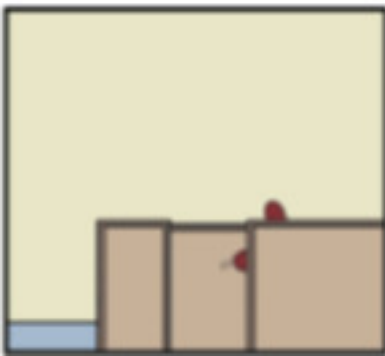


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ALICE, I'M SENDING
YOU TO A COMMUN-
ICATION CLASS.

BECAUSE I'VE NOTICED
THAT YOUR WORDS
OFTEN SAY ONE THING
WHILE YOUR BODY
LANGUAGE SAYS
ANOTHER .

FRANKLY,
IT'S
CREEPY.

THANK YOU.
I APPRECIATE
THE USEFUL
FEEDBACK.

WELCOME TO
DOGBERT'S
COMMUNICATION
SEMINAR.



TODAY YOU WILL
LEARN HOW TO
USE YOUR BLACK-
BERRY WHILE
PRETENDING TO
LISTEN.



NOW REPEAT AFTER
ME: UH-HUH, YEAH,
UH-HUH. WHAT WAS
HE THINKING? WOW!



DOGBERT'S
COMMUNICATION
SEMINAR

THERE'S REALLY NO
POINT IN LISTENING
TO OTHER PEOPLE.



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THEY'RE EITHER
GOING TO BE
AGREEING WITH
YOU OR SAYING
STUPID STUFF.



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THAT SHOULD
CUT DOWN ON
THE QUESTIONS.



I GOT THE
LATEST NUMBERS
FROM YVONNE.



HOW'S YVONNE DOING
WITH THE SEXTUPLETS
NOW THAT HER HOUSE
BURNED DOWN AND
SHE HAD SHOULDER
SURGERY?



IT DIDN'T
COME UP.



SO, ASOK, WHAT
HAVE YOU HEARD
ABOUT TED'S
PROJECT?



HE SEEMS TO BE
IN OVER HIS HEAD
AND HE'S BLAMING
YOU FOR CUTTING
THE WRONG BUDGET.



I HOPE
THIS
DOESN'T
COME
BACK TO
BITE ME.

NOT NOW,
CAROL. I'M
WORKING
MY NEW
SNITCH.



PLEASE DON'T TELL TED
I SAID BAD THINGS
ABOUT HIS PROJECT.



HEY TED, SOMEONE TOLD
ME THAT YOUR PROJECT
IS FLOUNDERING!!!



ACT
COOL.





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WELCOME TO
DOGBERT'S
SCHOOL OF
MANAGEMENT.



IN TODAY'S LESSON
YOU WILL LEARN HOW
TO GET YOUR EMPLOYEES
TO DO THE IMPOSSIBLE.

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I HAVE ISSUED TO
EACH OF YOU ONE
LARGE ROCK FOR
PRACTICE.



THROW YOUR ROCK
IN THE AIR AND
DEMAND THAT IT
STAY THERE WITH-
OUT FALLING.



OFFER SOME NON-
MONETARY COMPEN-
SATION TO YOUR
ROCK TO INCENT IT.



IF YOUR ROCK
REFUSES TO COMPLY,
TRY YELLING AT IT.

GO.



BONK! - OW!
BONK! - OW!
BONK! - OW!
BONK! - OW!
BONK! - OW!



FOR THOSE OF YOU WHO
STOOD DIRECTLY BELOW
YOUR ROCK, CONGRAT-
ULATIONS. PICK UP YOUR
DIPLOMA ON THE WAY
OUT.



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I'M IN TROUBLE. DO WE HAVE A WITNESS PROTECTION PROGRAM FOR OFFICE SNITCHES?



I HAVE THE PERFECT HIDING PLACE FOR EMPLOYEES.



I'M GONNA GO EAT SOME ASPARAGUS. TRY TO BLEND IN.



YOU'RE SO ATTRAC-
TIVE THAT I'M BLIND
TO YOUR COMPLETE
LACK OF QUALIFI-
CATIONS.



IF I HIRE
YOU, WILL
YOU SHOW
UP FOR
WORK?

NOT
OFTEN,
YOU
IGNORANT
LUMP.



HA HA!
IT'S CUTE
THE WAY
YOU SAY
IT.

HA HA!
I WANT
YOUR
OFFICE.



ALICE, THIS IS
ELLEN, YOUR NEW
NATURAL ENEMY.



YOU'RE HIGHLY
SKILLED BUT MANNISH,
WHEREAS ELLEN IS
UNQUALIFIED AND
TOTALLY HOT.



NOW I HAVE TO DECIDE
WHO WILL COME WITH
ME TO THE TRADE SHOW
IN HAWAII AND WHO
WILL DO THE FURNITURE
INVENTORY.



DID YOU HIRE ELLEN
JUST BECAUSE SHE'S
HOT?



CAROL, HOTNESS IS
AN IMPORTANT SKILL.
IT'S LIKE A SUPER
POWER.



FROM NOW ON, HOW
MUCH ARE YOU CHARG—
ING US FOR PRINTER
CARTRIDGES?



THAT NEW EMPLOYEE
IS GETTING SPECIAL
TREATMENT JUST
BECAUSE SHE'S HOT.
IT'S UNFAIR.



SHE'S HOT? WHERE
IS HER CUBICLE? MAYBE
I SHOULD BRING HER
SOME COFFEE.



DO YOU MIND
BREWING AN EXTRA
POT? I DON'T KNOW
HOW BIG HER MUG IS.



THE NEW EMPLOYEE
AT WORK IS HOT, AND
SHE'S GETTING SPECIAL
TREATMENT. HOW CAN
I GET RID OF HER?



WATER FINDS ITS
OWN LEVEL. SHE'LL
LEAVE WITHIN A
WEEK.



THEY SAY THAT
MOST PEOPLE MEET
THEIR FUTURE SPOUSES
AT WORK.





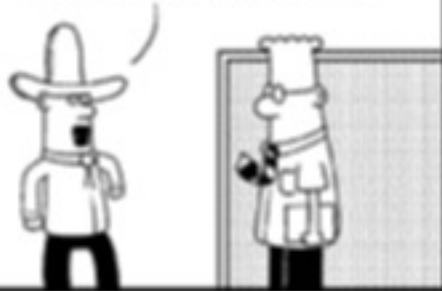
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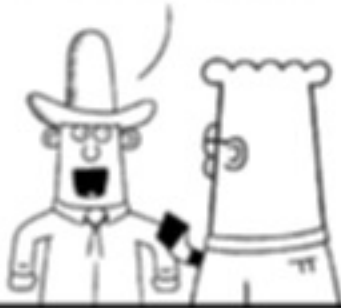


I COME FROM A
PLACE WHERE WE
HAVE MANY COLOR-
FUL FOLK SAYINGS!



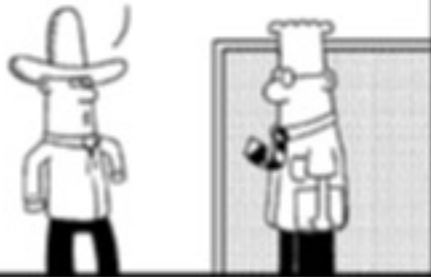
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I'M HAPPIER THAN
A WOODEN SPOON AT
A SPELLING BEE.



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MOST OF
'EM DON'T
MEAN
NOTHIN'.



DID YOU
START THE
BENCHMARK
TESTS?

I'M ALL OVER THAT
LIKE A CATERPILLAR
ON MY SUNDAY PANTS.

DOES
THAT
MEAN
... YES?

DO BIRDS
EAT BEANS
TO FLY
FASTER?

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I CANNOT DECIDE
IF YOU ARE VERY
WISE OR JUST A BIG
STUPID MORON.



WELL, I'LL TELL YOU,
LITTLE COWPOKE,
WHEN THE SNAKE FALLS
IN LOVE WITH THE
SPAGHETTI, IT'S TIME
TO BUY A NEW HAT.



YOU LOOK MORE
FLUSTERED THAN A
BAREFOOT SQUIRREL
AT A TIRE STORE.



HELLO, TECH SUPPORT,
MY COMPUTER IS
FROZEN.



TRY HANGING UP AND
SLAMMING YOUR HAND
IN A DRAWER.



HOW'S
WORK?



MY AVERAGE
CALL TIME
IS DOWN AND
MY JOB SATIS-
FACTION IS UP.



THIS T-SHIRT
GOES TO TED FOR
HIS WORK ON THE
ALPHA PROJECT.



YOUR WORK WAS
TERRIBLE. YOU'RE
FIRED.



IT WAS
FRIGHT-
ENING.



WERE YOU
SCARED
SHIRTLESS?



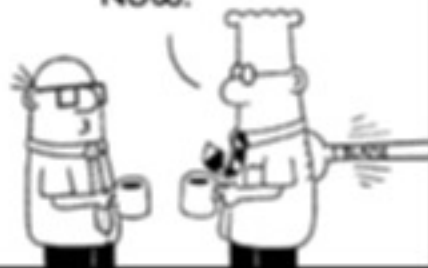
I NEED TO BLAME
SOMEONE FOR THE
FAILURE OF PROJECT
ALPHA.



USE THE PLUNGER
OF BLAME. IT'S THE
LATEST TECHNOLOGY
FOR RANDOMLY
DISTRIBUTING BLAME.



PLEASE TELL ME
THAT SOMEONE IS
PATTING ME ON
THE BACK RIGHT
NOW.





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WHY DID YOU
ATTACH THE
PLUNGER OF
BLAME TO ME?



THE SHORT
ANSWER IS
"BECAUSE I CAN."



WHAT'S
THE LONG
ANSWER?

BECAUSE
I-I-I-I
CA-A-A-N.



MY BOSS MARKED
ME WITH THE PLUNGER
OF BLAME. HOW CAN
I GET RID OF IT?



EVENTUALLY YOUR
BODY WILL ABSORB
THE PLUNGER OF BLAME
AND TURN IT INTO THE
WRINKLES OF EXPERI-
ENCE.

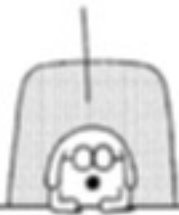


AND
THEN
YOU
DIE.

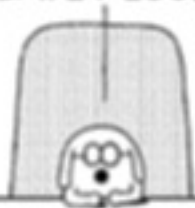
IT'S
STARTING
TO ITCH!



A DISTURBING NUMBER
OF YOU HAVE REQUESTED
THE RETURN OF LOUD
HOWARD.



LOUD HOWARD IS
ONE-DIMENSIONAL.
THERE IS NOTHING
CLEVER OR INSIGHT-
FUL ABOUT HIM. HE IS
SIMPLY LOUD.



IT IS A
MYSTERY
WHY ANY-
ONE WOULD
WANT MORE
OF THIS GUY.



THEY
LOVE
ME!!!



LOUD HOWARD RETURNS

LOUD HOWARD,
I'M PLANNING A
REORG AND I
NEED YOU TO...



A
REORG?



... KEEP
IT TO
YOUR-
SELF.



CAN
DO!



LOUD HOWARD

THERE'S GOING
TO BE A REORG!



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I'M NOT
SUPPOSED TO
TELL
ANYONE!



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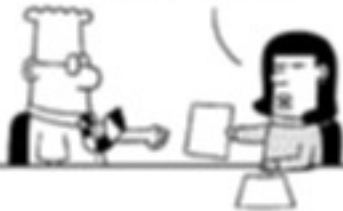
REORG?



DON'T
MAKE
ME
SHUSH
YOU!



I NEED YOU TO DROP
WHATEVER YOU'RE
DOING AND WORK ALL
NIGHT TO MAKE THIS
CHANGE TO YOUR
SYSTEM.



IF YOU REFUSE TO DO
MY BIDDING, HERE'S
THE RUMOR I WILL
SPREAD ABOUT YOU.



HA! I'LL SAY
I WAS ONLY
SCRATCHING
AN ITCH.



GOOD
LUCK
WITH
THAT.





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BY

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MY PROJECT HAS
BEEN INFECTED BY
ATTRACTIVE PEOPLE.



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AS YOU KNOW,
ATTRACTIVE PEOPLE
ARE UNPRODUCTIVE.



THE PROBLEM IS
COMPOUNDED WHEN
YOU PUT SEVERAL OF
THEM IN THE SAME
ROOM.



THEY'VE ALREADY
STARTED TO PAIR OFF.



I'VE GOT FOUR
LOVE TRIANGLES
AND SIX DIVORCES.



ALL OF MY STATUS
REPORTS SAY, AND I
QUOTE, "DUDE, I CAN'T
CONCENTRATE NOW."



MY PLAN IS TO
REPLACE EACH
ATTRACTIVE PERSON
WITH SOMETHING
LIKE THIS, OR THIS.



HE THINKS I'M
PRODUCTIVE.



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I STAYED UP ALL NIGHT
WORKING ON MINDY'S
SOFTWARE BECAUSE
SHE THREATENED ME
IF I DIDN'T.



REALLY? THREATS
MAKE YOU WORK ALL
NIGHT?



UM...
NO?



WORK ON
THIS ALL
NIGHT OR
I'LL PUNCH
YOU.



SOMETIMES I FEEL AS
IF MY LIFE IS NOTHING
BUT MOVING THINGS
FROM ONE PLACE
TO ANOTHER.



I'VE DECIDED TO SEEK
A DEEPER CONNECTION
WITH OTHERS TO
CURE MY EMPTINESS.

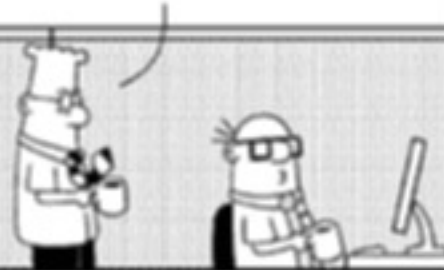


BLAH,
BLAH,
BLAH.

MAYBE I'M
DOING IT
WRONG.



WALLY, HOW DO YOU
COPE WITH THE SOUL-
CRUSHING FUTILITY
OF THIS JOB?



ONE DAY I REALIZED
THAT SADNESS IS
JUST ANOTHER WORD
FOR NOT ENOUGH COFFEE.



WHAT
GOT INTO
YOU?



I FINISHED ALL OF
MY PROJECTS IN
ONE DAY.



I ALSO RECONFIGURED
THE NETWORK, WROTE
SEVEN WHITE PAPERS
AND APPLIED FOR NINE
PATENTS.



ARE YOU
NAKED OR
AM I DEV-
ELOPING
X-RAY
VISION?



GIVE A
THOUGHT
TO DECAF.

I WANTED
TO DISCUSS
THE ...

WHOA!
STOP.

LARGE DOSES OF
CAFFEINE ALLOW ME
TO SEE THE FUTURE. I
ALREADY KNOW WHAT
BOTH OF US WILL SAY.

YOU'RE
A FREAK.

AND THEN
I SAY,
"AND THEN
I SAY..."

THANKS TO COFFEE,
I CAN LEVITATE
OBJECTS WITH MY
MIND.



BRING...THE
MOUSE...BRING
THE...MOUSE.



IT'S
NOT
PERFECT
YET.



NO
PROBLEM.
I APPRECIATE
THE ATTEN-
TION.





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BY

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HOW CAN I TELL IF I'M
DRINKING TOO MUCH
COFFEE?



WHAT WOULD YOU
DO IF I TOLD YOU TO
QUIT?



I'D JAB
YOU
WITH
A USED
NEEDLE.



IN THAT
CASE,
YOU'RE
FINE.



YOU'VE BEEN ACTING
STRANGELY LATELY.
MAYBE YOU SHOULD
CUT DOWN ON THE
COFFEE.



YOU HAVE FAILED ME.
FEEL THE POWER OF
THE FORCE!



BAD
DREAM?

I WOULDN'T
CALL IT BAD!



ALICE, YOU DID THE
WORK OF THREE PEOPLE
THIS YEAR AND EARNED
THE HIGHEST RAISE
IN THE DEPARTMENT!



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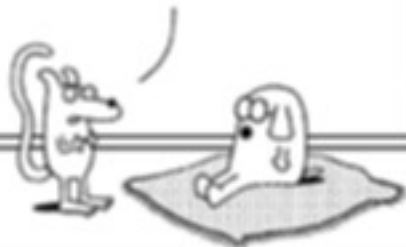


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WHAT
MADE
YOU ALL
CUMULO-
NIMBUS?



I WORRY THAT
ALL OF MY WISDOM
IS DERIVED FROM
BAD ANALOGIES.



RATBERT, SOMETIMES
A GOOD WINE HAS TO
AGE BEFORE IT IS
PERFECT.



SO...
I'LL GET
SMARTER
OVER
TIME?



TO THE
EXTENT
THAT YOU
ARE LIKE
A GRAPE.



I WANT TO DEBATE
WITH PEOPLE ON THE
INTERNET BUT I
WORRY THAT I'M
NOT SMART ENOUGH.



MAYBE I'LL JUST
READ WHAT THE
SMART PEOPLE ARE
SAYING.



OKAY, I'M
IN.



I'M DEBATING
ON THE
INTERNET!



HA HA! I'M
WINNING
EVERY ARGU-
MENT BY
SAYING THE
SAME
THING!

WHAT'S
THAT?



"HOW WOULD
YOU LIKE IT
IF HITLER
KILLED
YOU?"

HEY, I
DEBATED
YOU LAST
NIGHT!





DILBERT®



BY
SCOTT ADAMS

WELCOME TO DOGBERT'S
DEEPLY DISCOUNTED
MOTIVATIONAL
SPEAKERS BUREAU.

I NEED A SLIGHTLY
MOTIVATIONAL
SPEAKER AND I
DON'T HAVE
MUCH BUDGET.

I WANT TO INSPIRE
MY EMPLOYEES TO
WORK HARDER, WITH-
OUT MOTIVATING
THEM TO SEEK
BETTER JOBS.

I RECOMMEND
ROBBIE, THE
FRIGHTENING
HOBO.

DOES HE TALK ABOUT
HIS DIFFICULT JOURNEY
FROM THE DUMPSTER
TO SUCCESS?

WE'RE NOT SURE.

HE MUMBLES.

BUT NO ONE HAS EVER
BECOME AN ENTREPRE-
NEUR AFTER HEARING
HIM SPEAK.

MUST...
KEEP... JOB.

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WALLY, I CAN'T
WORK WITH THE SMELL
OF POPCORN IN THE AIR.
IT MAKES ME INSANE!



I USE IT TO MASK
THE ODORS COMING
FROM MY BODY.
CHOOSE YOUR
POISON.



REFUEL-
ING THE
HINDEN-
BURG?

WHY ARE
PEOPLE
SO MEAN?



IT'S ANOTHER DAY
OF USELESS WORK AND
NO ACCOMPLISHMENT.



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LUCKILY I HAVE
A MEANINGFUL
PERSONAL LIFE



RATBERT
BROKE
THE
XBOX.



GAAA!!!
I HAVE
NOTHING!



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WALLY, THE
MARKETING
DEPARTMENT
REQUESTED
YOUR HELP.



ME?

OUR NEW PRODUCT IS
WORTHLESS, MUCH
LIKE YOURSELF. THEY
FIGURED YOU'D HAVE
SOME INSIGHT.



ALL IT
DOES IS
OCCUPY
SPACE AND
SMELL BAD.

WELL, IT'S
DEFINITE-
LY A GIFT
ITEM.



WALLY IN MARKETING

WE'LL NEED A
NAME FOR THIS
PRODUCT.



WHAT DO YOU
CALL SOMETHING
THAT JUST OCCUPIES
SPACE AND SMELLS
BAD?



WHAT
WAS
YOUR
NAME
AGAIN?

I DON'T
LIKE
WHERE
THIS IS
HEADING.



WALLY IN MARKETING

ACCORDING TO MY
MARKET RESEARCH,
NINETY PERCENT OF
YOUR CUSTOMERS ...



... "FANTASIZE ABOUT
BEATING YOU TO DEATH
WITH YOUR STUPID
PRODUCT."



WHAT
ABOUT
THE
OTHER
TEN
PERCENT?

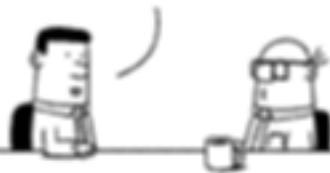


THEY ASKED
FOR YOUR
COMPANY
ADDRESS
BUT DIDN'T
SAY WHY.



WALLY IN MARKETING

WALLY, I WANT
YOU TO DESIGN
OUR SALES
COLLATERAL.



THE TRICK IS TO
COMPARE OUR
PRODUCT WITH
THINGS THAT ARE
EVEN WORSE.



"PRETTIER THAN A
SKUNK SANDWICH
AND COOLER THAN
A HOBO'S MITTENS."





DILBERT®

BY
SCOTT ADAMS



TODAY I WILL TEACH
YOU HOW TO USE YOUR
INCOMPETENCE TO
ACHIEVE YOUR GOALS.



E-mail: SCOTTADAMS@AOL.COM

STEP 1: BE INCOMPETENT.
(ALSO KNOWN AS "THE
EASY PART.")



STEP 2: VOLUNTEER FOR
THE MOST DIFFICULT
AND IMPORTANT
PROJECTS



STEP 3: CONVINCE YOUR
BOSS THAT AN ENEMY
WITHIN THE COMPANY
IS SLOWING YOU DOWN.



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STEP 4: INSIST THAT
COMPETENT PEOPLE BE
PULLED OFF OF OTHER
PROJECTS TO HELP YOU.



STEP 5: DECLARE YOUR-
SELF THE LEADER OF THE
COMPETENT PEOPLE



STEP 6: CLAIM CREDIT
FOR THE WORK OF THE
COMPETENT PEOPLE.



STEP 7: AFTER YOU GET
PROMOTED, FIRE THE
COMPETENT PEOPLE TO
ELIMINATE WITNESSES.



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HEY MORT, ARE
YOU COMING TO
THE... UH-OH.



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ARE YOU DEAD?
HELLO! HELLO!



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I'M GOING TO
LET THAT PROBLEM
WORK ITSELF OUT.



I JUST SAW MORT
IN HIS CUBICLE. I
THINK HE'S... DEAD.

I NOTICED
THAT YESTER-
DAY.



AND YOU DIDN'T SAY
ANYTHING???! WERE
YOU THINKING HE'S
JUST AS DEAD TOMOR-
ROW AND SOMEONE ELSE
CAN DO THE PAPERWORK?

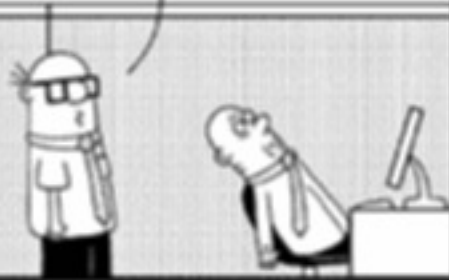


WAIT. THAT'S
PRETTY GOOD
THINKING...

I WAS
PROUD
OF IT.

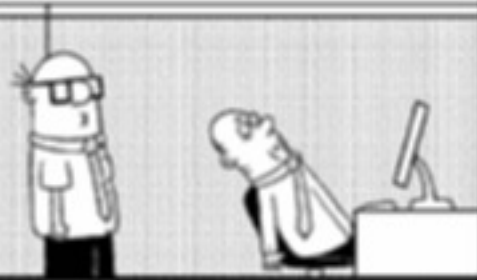


THERE'S A RUMOR
THAT YOU'RE DEAD.
IS IT TRUE?



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HE'LL BE
MISSED.



WE'VE GOT
A DEAD GUY
IN CUBICLE
D-32.



UH-OH.



DO YOU HAVE ANY IDEA
HOW MUCH PAPERWORK
IT CAUSES WHEN SOME-
ONE DIES IN ONE OF
MY CUBICLES?



TEN MORE FEET TO
THE MARKETING
DEPARTMENT.



GET
THE USER
DATA FROM
ED.

THAT'S
IMPOS-
SIBLE.

ED IS AN UNREACHABLE.
HE DOESN'T ANSWER
HIS PHONE OR RETURN
MESSAGES. HE'S NEVER
IN HIS CUBICLE AND
HE DOESN'T READ
E-MAIL.

DOES HE
USE THE
REST-
ROOM?

NO, WE
THINK HE
MODIFIED
HIS BRIEF-
CASE.

I NEED SOME DATA
FROM AN UNREACHABLE
GUY NAMED ED. WHAT
SHOULD I DO?



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JUST MAKE UP A
BUNCH OF DATA
LIKE EVERYONE
ELSE DOES.



EVERY-
ONE ELSE
DOES
THAT?

ARE YOU
DOUBTING
MY DATA?



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DILBERT®



BY
SCOTT ADAMS

BEFORE YOU
ENERGIZE MY TEAM
WITH YOUR PROPOSAL,
LET ME INTRODUCE
EVERYONE.



THIS IS WALLY. HE'LL
SHOW NO REACTION
BECAUSE HE HOPES
APATHY WILL KILL
YOUR IDEA BEFORE IT
CREATES WORK.



THIS IS ALICE.
SHE'LL LEAVE HALFWAY
THROUGH YOUR
PRESENTATION TO
TAKE A PHONE CALL.



THIS IS ASOK. HE'LL
BE ENTHUSIASTIC
BECAUSE HE DOESN'T
UNDERSTAND HOW
THE REAL WORLD
WORKS.



THIS IS DILBERT. HE'LL
TELL YOU WHY YOUR
IDEA IS IMPOSSIBLE.



THIS IS CAROL. SHE'LL
SPEND THE ENTIRE
MEETING WONDERING
IF THAT'S YOUR REAL
HAIR.



AND THIS IS TED. HE
GAVE HIS TWO-WEEKS'
NOTICE LAST WEEK.



AND I LIKE TO KEEP
MY EYES CLOSED THE
ENTIRE TIME BECAUSE
OF MY ALLERGIES.



GO.

RETURN OF TOPPER

THEN WE
STARTED
TAKING RPG
FIRE FROM
A ROOFTOP.

THAT'S
NOTHING.



I STRANGLED 900
INSURGENTS WITH
MY BARE HANDS.



THAT
SEEMS
UNLIKELY.

THAT'S
WHAT THE
FIRST 600
SAID.



TOPPER

MY FIRST
BABY
WEIGHED 11
POUNDS.



THAT'S
NOTHING.



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I ONCE PASSED A
KIDNEY STONE THAT
WAS THE SIZE OF A
SMALL HORSE.



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I FIND
THAT
HARD TO
BELIEVE.



THAT KIDNEY
STONE WENT
ON TO
WIN THE
KENTUCKY
DERBY!



THEY'RE
FILMING A
MOVIE DOWN-
TOWN. I
JUST SAW
BRAD PITT!

THAT'S
NOTHING.



I ONCE USED TOO MUCH
FAKE TANNING SPRAY
AND THE NEXT THING
I KNEW, BRAD AND
ANGELINA ADOPTED ME.



YOU'RE
SAYING
ANGELINA
JOLIE IS
YOUR MOM?

UNTIL I
TALKED
HER OUT
OF
BOTTLE
FEEDING.



TINA, YOU WERE ONLY
SUPPOSED TO DOCUMENT
OUR PROJECT STATUS,
NOT REWRITE THE
ENTIRE SCOPE.



OUR CEO LOVES THE
NEW PROJECT SCOPE.
WE'LL EXPECT YOU TO
DO THAT WITHOUT
EXTRA RESOURCES.



IS THIS A
"NEENER-NEENER"
SITUATION OR
MORE OF A
"WHO'S YOUR
DADDY?"?



OUR PROJECT SCOPE
HAS VASTLY EXPANDED,
SO WE'LL ALL NEED TO
PULL TOGETHER AS A
TEAM.



IS IT TOO LATE
FOR ME TO BAIL OUT
BEFORE THIS PROJECT
BECOMES A BLIGHT ON
MY CAREER?



I ALREADY
PUT THE TEAM
PHOTO ON OUR
COFFEE CUPS.



YOU HAVEN'T
GIVEN ME
ENOUGH
RESOURCES
TO DO MY
PROJECT.



THAT'S BECAUSE
YOUR PROJECT ISN'T
IMPORTANT AND
NEITHER ARE YOU.



THIS
TOOK
AN UGLY
TURN.



WOULD YOU
MIND NOT
EXHALING
SO MUCH IN
MY OFFICE?





DILBERT®



BY

SCOTT ADAMS

FIRST DATE

DO YOU FEEL LIKE DOING SOME CONVERSATION?

OKAY. I LOVE TALKING.

DO YOU LIKE POLITICS?

NO.

SCIENCE AND TECHNOLOGY?

NOT REALLY.

WAR?

NO.

SPORTS?

NO.

CURRENT EVENTS?

NO.

WHAT'S LEFT?

I LIKE TO TALK ABOUT MY HAIR.

UM... OKAY, WE CAN TRY THAT.

THIS BROWN IS A BROWNER BROWN THAN I WANTED.

RIGHT. ARE WE DONE WITH HAIR?

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I DON'T LIKE TO
JUDGE PEOPLE BY
THEIR LOOKS, BUT I'M
GOING TO MAKE AN
EXCEPTION FOR YOU.



SOMETHING TELLS
ME THAT YOU AND I
WILL BE BUTTING
HEADS.



I HAVE A
DEGREE IN
MARKETING.



WHY
AREN'T
YOUR
LIPS
MOVING?

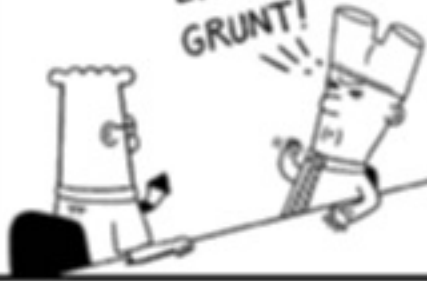


DOES MARKETING
HAVE ANY DATA
ON CUSTOMER
PREFERENCES?



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ERRR
GRUNT!



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THIS IS
DISTURBING
ON SO MANY
LEVELS.



WHAT HAPPENS IF I
ADD THE LIES FROM
MARKETING TO MY
BOSS'S ASSUMPTIONS
... THEN FACTOR IN
SOME REALITY?



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KABOOM!



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STUPID
REALITY.



DILBERT, MEET
ALBERT. HE'S OLD,
BUT I LIKE TO CALL
HIM EXPERIENCED.



I'M TRYING TO WIN AN
AWARD FOR BEING ONE
OF THE BEST PLACES TO
WORK IF YOU HAVE ONE
FOOT IN THE GRAVE.



I'M ONLY
54. I RAN
A MARA-
THON YES-
TERDAY.

I ASKED
THE CAF-
ETERIA TO
STOCK UP
ON FOOD
THAT'S EASY
TO GUM.



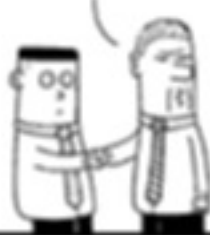
ASOK, THIS IS ALBERT.
HE'S OLD BUT WE NEED
TO CALL HIM MATURE.



EXPLAIN TO HIM
WHAT THE COMPUTERS
ARE, BUT DON'T LET HIM
TOUCH ANYTHING. THE
ELDERLY LIKE TO FIDDLE.



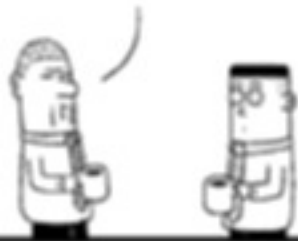
I WAS
A CHIP
DESIGNER
IN MY
LAST JOB.



REALLY?
CHOCO-
LATE OR
POKER?



WHEN I WAS A KID,
WE DIDN'T HAVE ANY
CELL PHONES, IPODS,
VIDEO GAMES, OR
COMPUTERS.



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I PLAYED OUTSIDE.
MY ONLY TOY
WAS TREE BARK.



WERE YOU
RAISED BY
SQUIRRELS?

NO, I'M
JUST
MATURE.



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BY
SCOTT ADAMS

OUR COMPANY HAS
DECIDED TO TRY
SOMETHING NEW.

SIX
SIGMA

NEW? SIX SIGMA
WAS DEVELOPED
IN THE 80s.

IT'S NEW
TO US.

WHY DON'T WE JUMP
ON A FAD THAT HASN'T
ALREADY BEEN WIDELY
DISCREDITED?

THAT WAY
THE FALSE
HOPE MIGHT
SUSTAIN US.

THERE'S NOTHING
WRONG WITH SIX
SIGMA. ALL IT DOES
IS REDUCE DEFECTS!

LET'S SEE... FORTUNE
MAGAZINE SAYS...
BLAH, BLAH... MOST
COMPANIES THAT USED
SIX SIGMA HAVE
TRAILED THE S&P 500.

SORRY I'M LATE.
WHAT DID I MISS
WHILE I WAS
INNOVATING?

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DID YOU TELL ASOK
TO GET OUR CLIENT
A "LITTLE BIT
PREGNANT"?



YES.



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WELL, HE DOESN'T
UNDERSTAND ALL
OF OUR AMERICAN
SAYINGS.



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I DON'T KNOW
WHAT THIS IS
ALL ABOUT, BUT
I'M IN.



I'VE BEEN TRYING
FOR SIX MONTHS TO
SOLVE THIS ENGIN-
EERING PROBLEM. IT
MIGHT BE IMPOSSIBLE.



JUST TURN IT
SIDEWAYS
AND IT WILL
FIT PERFECTLY.



OKAY...
NOW I
HAVE TO
KILL YOU.



WE MIGHT NEED
TO RESTATE OUR
EARNINGS.



IT TURNS OUT THAT
WE'RE NOT ALLOWED
TO MAKE UP NUMBERS.



DID YOU KNOW THAT
"FRILLION" ISN'T
AN ACTUAL NUMBER?



TODAY THE COMPANY
RESTATED ITS EARN-
INGS FROM "A FEW
FRILLION" TO "A LOSS
OF 13 BILLION."



THIS WOULD BE
HUMILIATING IF
I HAD ANY FRIENDS.



YOUR
STRATEGY
OF BEING
UNATTRAC-
TIVE IS
PAYING OFF.

I'M
UGLY
LIKE A
FOX.



... AND I WORK
THERE AS AN
ENGINEER.



GO AWAY. I LOST
\$3,000 WHEN YOUR
COMPANY RESTATED
ITS EARNINGS.



TONIGHT I WAS
REJECTED FOR
CORPORATE
MALFEASANCE.

I'LL ADD IT
TO THE LIST.



OUR CEO IS HERE TO
ANSWER ANY OF YOUR
QUESTIONS ABOUT OUR
RESTATEMENT OF
EARNINGS.



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WILL YOU RETURN
YOUR \$25,000,000
BONUS FROM LAST
YEAR, NOW THAT
YOU ACKNOWLEDGE
IT WAS UNEARNED?



AND
WHAT'S
YOUR
NAME?

DILBERT





DILBERT®



BY
SCOTT ADAMS



IT'S STRESSFUL TO
BE A CONTRACT
EMPLOYEE. I ONLY
GET PAID FOR THE
HOURS I WORK.



I CAN'T ENJOY MY TIME
OFF BECAUSE IT FEELS
AS IF IT COSTS ME A
FORTUNE!



DO YOU
KNOW
WHAT I
MEAN?



YEAH, I
HAD A
FEELING
ONCE.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

EVERY ABSENCE COUNTS
AS ONE "OCCURRENCE"
WHETHER IT IS ONE
DAY OR MORE.



I JUST GOT A HEAD-
ACHE. I'LL SEE YOU IN A
YEAR. OR AS I LIKE
TO CALL IT, ONE
OCCURRENCE.



IF SOMETHING IS
WORTH HAVING,
IT'S WORTH
ABUSING.



HEY, IS THAT
A NEW CANDY
DISH?

YES,
IT IS.

GET YOUR HAND
AWAY FROM MY
#!%*Ø CANDY!

I LOVE THE
NEW CANDY
DISH.

YOU WORK IN A CUBICLE
WHILE YOUR ROUTERS
AND SERVERS HAVE A
PRIVATE OFFICE WITH
THEIR OWN CLIMATE
CONTROL.



THE MACHINES HAVE
TAKEN OVER. YOUR JOB
IS TO PROVIDE THEM
WITH ELECTRICITY.



AND DO YOU THINK
THOSE ELECTRONIC
VOTING MACHINES
CARE ABOUT YOUR
OPINION?



CARL QUIT. HE'S THE ONLY ONE WHO KNOWS HOW TO PROGRAM THE LEGACY SYSTEM.



IT CAN'T BE THAT HARD. GO FIGURE IT OUT.



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I FOUND A FAMILY
OF SQUIRRELS LIVING
INSIDE OUR LEGACY
SYSTEM.



THEY CONTROL OUR
PAYROLL DATABASE.
THEY'RE MAKING
DEMANDS.



LEAVE THE ACORNS AND
NO ONE WILL GET THEIR
DEDUCTIONS
INCREASED.





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BY

SCOTT ADAMS

THIS IS DOGBERT'S
TECH SUPPORT. HOW
MAY I ABUSE YOU?

I GET AN ERROR
MESSAGE EVERY
TIME I OPEN AN
APPLICATION.

TRY GIVING ME ALL
OF YOUR PERSONAL
INFORMATION AND
THEN CHECKING INTO
REHAB.

THEN I'LL HAVE
SOMEONE STEAL YOUR
IDENTITY AND MOVE
IN WITH YOUR WIFE.

THERE'S A GOOD
CHANCE THAT THE
NEW GUY WILL KNOW
HOW TO FIX YOUR
COMPUTER.

WHEN YOU GET OUT
OF REHAB, TALK YOUR
WIFE INTO TAKING
YOU BACK.

THEN NEVER TOUCH
YOUR COMPUTER
AGAIN BECAUSE IT
HURTS THE ONES
YOU LOVE.

HOW'S
WORK?

EVERYONE
WANTS TO
TALK TO MY
SUPERVISOR.

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I NEED YOUR
COMMENTS ON
THIS BEFORE I
SUBMIT IT.



JUST LEAVE IT HERE
AND HOPE I BECOME
THE SORT OF BOSS
WHO GETS AROUND TO
DOING THAT SORT OF
THING.



DID SOMEONE
TELL YOU THAT
HOPE WORKS?



FLASHBACK:
INDIAN INSTITUTE
OF TECHNOLOGY.

YOUR TELEKINESIS
GRADES ARE VERY
GOOD, YOUNG ASOK.



ALWAYS REMEMBER
THAT YOU MAY NOT
USE YOUR POWERS IN
FRONT OF THE
UNGIFTED.

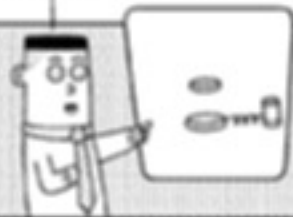


PRESENT DAY

WHAT THE...? I
JUST BLINKED AND
THE LAST DOUGHNUT
DISAPPEARED!



I WORKED ON MY OWN
TIME TO INVENT A
ROOM-TEMPERATURE
SUPERCONDUCTOR THAT
COULD ELIMINATE OUR
NEED FOR OIL.



YOU WERE SUPPOSED
TO BE FINDING A NEW
VENDOR FOR TONER
CARTRIDGES. WHAT
HAPPENED TO THAT?



MUST...
NOT USE...
TELE-
KINESIS...

WHY
DOES MY
NECKTIE
SEEM SO...
ERK!!!



AND THE POINT OF
MY PRESENTATION IS
THAT THESE TITANIUM
TUBES WILL...



BAM BAM
BAM BAM
BAM!!!



IT'S FOR
YOU.



THE DIRECTOR OF
MARKETING NEEDS
AN ENGINEERING
RESOURCE.



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I'M GIVING YOU TO
HIM BECAUSE I HATE
HIS STUPID GUTS.



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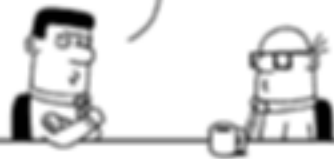
WHAT
DID I
DO TO
DESERVE
THIS?



SORRY I'M
LATE. I HAD
TO DROWN
A BURRITO.



WALLY, IF I GIVE YOU
AN ASSIGNMENT, WHAT
ARE THE ODDS THAT
YOU WILL ACTUALLY
DO IT RIGHT?



IF I PUT MY MIND
TO A TASK, I DO IT
WELL.



WILL
YOU PUT
YOUR
MIND
TO IT?



WOW. GOOD
FOLLOW-UP
QUESTION.





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BY

SCOTT ADAMS



I GOT YOUR OVERLY
BRIEF E-MAIL, WHICH
OBVIOUSLY MEANS YOU
HATE ME AND EVERY-
THING I STAND FOR!



I WAS IN A HURRY AND
DIDN'T WANT TO MAKE
YOU WAIT FOR A REPLY.



WELL, OKAY, BUT I
STILL HAVE RESIDUAL
HATRED THAT I'LL NEED
TO TRANSFER TO SOME
OTHER ASPECT OF
YOUR PERSONALITY.



TINA SEEMS MAD
AT YOU. WHAT'S
THAT ABOUT?



SHE THOUGHT I
DID SOMETHING RUDE,
BUT WHEN SHE FOUND
OUT I DIDN'T, SHE
STILL HAD RESIDUAL
ANGER.



I WONDER WHAT
IT'S LIKE TO HAVE
SQUIRRELS LIVING
IN YOUR SKULL.



BOB, THE UNLUCKIEST
INSURANCE AGENT.

YOU'RE MAKING
A GOOD DECISION.



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GAAAK!



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BOB, THE UNLUCKIEST
INSURANCE AGENT.

OUR HAZARD COVERAGE
IS SECOND TO NONE!



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DON'T FLEE
DOWN THE
STAIRWELL.
THE STEPS
ARE MADE OF
ASBESTOS.



THERE'S AN
ARTICLE IN
THE PAPER
ABOUT THAT
GUY YOU
VOTED FOR.



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HE'S HAVING AN
AFFAIR WITH A
SQUIRREL.



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WANT
TO TALK
POLITICS?

SHUT
UP.



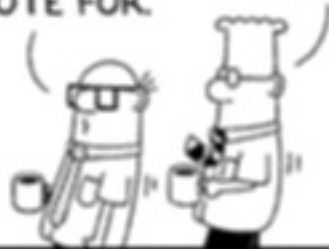
I HEARD THAT THE
GUY YOU VOTED FOR
JUST CONFESSED TO
HAVING AN AFFAIR
WITH A SQUIRREL.



SHUT UP. THE GUY
YOU VOTED FOR
IS BEING SUED FOR
CHOKING HIS
SECRETARY.



IN SOME
COUNTRIES
THEY DON'T
GET A CHOICE
OF WHO TO
VOTE FOR.



I FEEL
SORRY
FOR
THEM.



DILBERT®



BY

SCOTT ADAMS

I'LL BE RIGHT BACK
AFTER I RETURN THESE
DISHES TO THE
CAFETERIA.

WHOA,
WHOA!

WINNERS
DON'T RETURN
DISHES TO THE
CAFETERIA.

THEN HOW DO
THE DISHES
GET BACK?

YOU MUST
USE YOUR
POWER OF LOW
STANDARDS.

JUST PLACE THE
DISHES ON THE FLOOR
AND WAIT FOR A LOSER
WITH HIGH STANDARDS.

GAAA!
DISHES ON
THE FLOOR!

ONCE AGAIN I
HAVE TO CLEAN
UP AFTER SLOBS!

IT IS
LIKE A
MIRACLE.

NOW ASK
HER TO
BRING YOU
BACK A
YOGURT.

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I FOUND A WAY TO
SAVE A MILLION
DOLLARS BY SPENDING
ONLY \$10,000.



THE \$10,000 WOULD
COME OUT OF MY
BUDGET BUT THE
SAVINGS WOULD GO
INTO SOMEONE ELSE'S
BUDGET. IT'S NOT
FEASIBLE.



OUR
STOCK-
HOLDERS
MIGHT
DISAGREE.

THAT'S WHY
THEY AREN'T
INVITED TO
MEETINGS.



WE DON'T PAY
ENOUGH TO ATTRACT
QUALIFIED EMPLOYEES.



NO PROBLEM. I'LL
HIRE UNQUALIFIED
PEOPLE WITH GOOD
ATTITUDES AND
TRAIN THEM.



DILBERT,
WHEN YOU GET
A SECOND, TRAIN
THIS GUY.



ALL ATTEMPTS TO
TRAIN YOU HAVE
FAILED.



BUT I DON'T WANT
TO FIRE YOU BECAUSE
THERE'S A HIRING
FREEZE AND I CAN'T
BACKFILL.



SO I'VE
DECIDED
TO SCALE
BACK YOUR
RESPONSI-
BILITIES.



WHERE
DO YOU
WANT
THESE?



VLAD IS HERE TO
TELL US WHY IT'S
SO IMPORTANT TO
DONATE BLOOD.

BLOOD IS TOTALLY
DELICIOUS AND I'M
TOO LAZY TO BITE
NECKS.

YOU'RE NOT
WITH THE
RED CROSS,
ARE YOU.

COMPE-
TITION
IS
HEALTHY
TOO.

IS IT TRUE THAT
YOU ALLOWED A
VAMPIRE TO RUN
THE BLOOD DRIVE?



YES, AND IT TAKES
A BIG MAN TO ADMIT
HE'S WRONG.



YOU
ADMIT
YOU
WERE
WRONG?

I DECIDED
TO LOSE
WEIGHT
INSTEAD.



WOMEN KNOW ALL
ABOUT DIETS. WHICH
ONE SHOULD I USE?

SHOULD I GO WITH
THE ONE THAT MAKES
ME MISERABLE AND
DOESN'T WORK, OR THE
ONE THAT MIGHT KILL
ME?

IF YOU DO BOTH,
I WON'T ASK FOR
ANYTHING ON
NATIONAL SEC-
RETARY'S DAY.



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BY

SCOTT ADAMS

I'LL ASK THE
VENDOR FOR
BALLPARK PRICES
TO SEE IF THE
IDEA IS FEASIBLE.

YOU CAN'T TALK WITH
VENDORS UNTIL OUR
CHANGE CONTROL BOARD
APPROVES THE PROJECT.

BUT THAT WOULD
REQUIRE A COST-
BENEFIT ANALYSIS.

AND I CAN'T DO
THAT WITHOUT
BALLPARK PRICES
FROM THE VENDOR.

JUST TAKE
YOUR BEST
GUESS.

SO... I SHOULD MAKE
UP A NUMBER SO I CAN
GET APPROVAL TO MAKE
A PHONE CALL AND ASK
WHAT THE NUMBER
SHOULD HAVE BEEN?

RIGHT, BUT FIRST
YOU NEED TO GET MY
APPROVAL TO DO THE
COST-BENEFIT
ANALYSIS.

WILL
YOU
APPROVE
IT?

I'D HAVE
TO SEE
THE
NUMBERS.

OUR MEAT AND
POTATOES IS KNOW-
ING HOW TO SANDWICH
IN OUR PRODUCT
WITHOUT CAUSING
THE OTHER VENDORS
TO BEEF.



WE'LL GET OUR JUST
DESSERTS WHEN THEY
DRINK THE KOOL-AID.
THEN WE CAN HAVE OUR
CAKE AND EAT IT TOO.



ARE
YOU
ON A
DIET?



SHUT
YOUR
PIE HOLE.



HOW'S YOUR
DIET COMING
ALONG?



MM-GUWUNG-
MM-GUH-MUH



IT'S HARD TO PICK
THE ONE BEST DOUGHNUT
I'VE EVER HAD, BUT
THIS ONE IS IN MY
TOP FIVE.



MY DOCTOR SAYS
IT WILL BE EASIER
IF I DIET WITH A
BUDDY. DO YOU WANT
IN ON THIS?



GOOD LORD. I THINK
I JUST DEVELOPED
AN EATING DISORDER!



THEY
SAY THE
FIRST
20 POUNDS
ARE THE
EASIEST.



NOT
HELPING!



MY DIET IS MAKING
ME TOO HUNGRY TO
LISTEN. I HOPE THAT
DOESN'T AFFECT THE
QUALITY OF MY DECI-
SIONS.



AMORTIZE THE
DEPRECIATION OVER
THE BANDWIDTH OF
THE DISCOUNT RATE.



DON'T
ASK HIM
FOR ANY-
THING
TODAY.



I
BROUGHT
AN EMER-
GENCY
HOAGIE.



DOGBERT: DIET GURU

TRY STUFFING
FEWER GROCERIES
DOWN YOUR MAW.



I WAS HOPING
YOU'D GIVE ME
MOTIVATION.



STOP
EATING
OR I'LL
KILL
YOU.



WOULD
I GET A
LAST
MEAL?





DILBERT®



BY
SCOTT ADAMS

TINA, I NEED YOU
TO EDIT THIS
BEFORE I SEND IT
OUT.

SURE. I COULD USE
A GOOD LAUGH.

LET'S START WITH
THE WORDS THAT
AREN'T WORDS.

INCENTIVMENT...
ROBUSTIFY...
FLEXITATE... AND
LEADERSHIPING.

I'LL TAKE THOSE
OUT AND SEE
WHAT'S LEFT.

"IF YOU'RE NOT
ONBOARD WITH
QUALITY EXCELLENCE,
YOU'RE UNDERBOARD."

WA-HA-HA
HA-HA-HA
HA!!!

WHY DO I EVEN
BOTHR TRYING
TO MORALIFY
THESE PEOPLE.

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I'M MAKING YOU A
SALES ENGINEER.
YOU'LL BE PAID ON
COMMISSION.



WHEN OUR SALES REPS
LIE, IT WILL BE YOUR
JOB TO MAKE IT LOOK
LIKE THE TRUTH.



TRY TO
AVOID
FACTS.



SALES ENGINEER

YOUR SALES REP
TOLD US THAT THE
PRODUCT HEALS
ITSELF. IS THAT
TRUE?



IT'S TOTALLY
TRUE... THAT
HE SAID THAT.



LET ME
ASK THIS
ANOTHER
WAY...



NOOO!!!
ONE WAY
PER
QUESTION!



I'M A SALES SUPPORT
ENGINEER NOW. CAN
YOU TEACH ME TO BE
A GOOD LIAR?



SURE. MEET ME ON
THE PORCH, AND
DON'T WEAR A COAT;
THE COLD WILL HELP
THE LEARNING.



THE FIRST
LESSON IS
ALWAYS THE
CRUELEST.



SALES ENGINEER

I DID THE HARD PART
OF MAKING THE SALE.
ALL YOU HAVE TO DO
IS INSTALL IT.



I MIGHT HAVE
PROMISED THEM
A FEW EXTRA
FEATURES.



DID YOU BRING YOUR
OWN MASSAGE TABLE
OR SHOULD I JUST GET
NAKED AND SPRAWL
ON A DESK?



YOUR NETWORK
PRODUCT APPEARS
TO BE A SHOEBOX
FULL OF TWIGS
AND LEAVES.



HO HO! JUST WAIT
UNTIL MY ENGINEER
DOES HIS MAGIC AND
INTEGRATES IT WITH
YOUR NETWORK!



MAKE IT LOOK
LIKE ANOTHER
VENDOR'S FAULT.



SALES ENGINEER

I'VE SUCCESSFULLY
INTEGRATED OUR
PRODUCT WITH
YOUR NETWORK.



IT MIGHT LOOK AS IF
ALL I DID WAS RUN A
CAT5 CABLE THROUGH
A SHOEBOX FULL OF
TWIGS AND LEAVES.



IS THAT
ALL YOU
DID?

A CAT6
CABLE
WOULD BE
OVERKILL.





DILBERT®



BY

SCOTT ADAMS

DID YOU SET UP
MY PRE-MEETING
FOR WEDNESDAY?

YES. IT'S ON
THURSDAY.

YOU SCHEDULED MY
PRE-MEETING FOR
THE DAY AFTER THE
MEETING?

THAT WAS THE
ONLY DAY THAT
EVERYONE COULD
MAKE IT.

THERE'S NO POINT
IN HAVING A PRE-
MEETING AFTER THE
ACTUAL MEETING.

SURE THERE IS. YOU
CAN TALK ABOUT
HOW MUCH BETTER
THE MEETING WOULD
HAVE BEEN IF YOU
HAD BEEN PREPARED.

HERE COMES THE
POINTY-HAIRED
BOSS. YOU'D BETTER
SCURRY AWAY BEFORE
HE GIVES YOU MORE
WORK.

THERE'S A FINE
LINE BETWEEN
EVIL AND UNDER-
PAID.

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TRA-LA-LA
LA-LA-LA-
LA!!!



WHY DO
I NEED A
REASON?



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EVERY WEEK I ORDER
SUGARED DOUGHNUTS
ONLINE AND EVERY
WEEK THEY DELIVER
PLAIN DOUGHNUTS.



THOSE AREN'T PLAIN.
RATBERT LICKS THE
SUGAR OFF OF THEM
WHEN THEY ARRIVE.



I WORK IN A
CUBICLE. I CAN
GET USED TO
THIS TOO.



DOGBERT'S PASSWORD
RECOVERY SERVICE
FOR MORONS

I DON'T REMEMBER
MY PASSWORD.



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IS IT
'123'?

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THAT'S JUST
SPOOKY.

DOGBERT'S PASSWORD
RECOVERY SERVICE
FOR MORONS

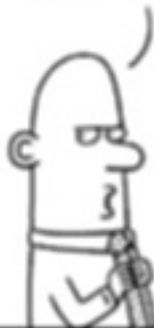
I DONE FORGOT
MY PASSWORD.



WHAT'S
YOUR
NAME?



MY NAME IS
NED, I THINK.



IS YOUR
PASSWORD
"NED"?

SWEET BABY
JEEPERS, YOU'RE
LIKE SOME SORT OF
NOSTRILDOGMAS!



HERE'S A
BROCHURE
FOR MY
CULT.



CAROL,
SCHEDULE
A STAFF
MEETING.



WHAT'S
THE
TOPIC ?



I PLAN TO FUSE SIX
SIGMA WITH LEAN
METHODS TO
ELIMINATE THE GAP
BETWEEN OUR
STRATEGY AND OUR
OBJECTIVES.



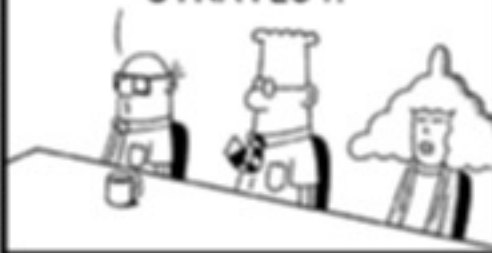
I'LL JUST
SAY
"WASTE
OF TIME."



WE NEED TO FIND
A WAY TO CLOSE
THE GAP BETWEEN
OUR STRATEGY AND
OUR CAPABILITIES.



WHY DON'T WE JUST
PRETEND WE'RE
GOOD AT SOMETHING
AND CALL IT OUR
STRATEGY.



SORRY... DIDN'T
MEAN TO JUMP
AHEAD.





DILBERT®



BY
SCOTT ADAMS

FROM NOW ON, ALL TRAVEL MUST BE BOOKED THROUGH THE CORPORATE TRAVEL WEB SITE.



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OUR TRAVEL WEB SITE IS TERRIBLE.



IT ONLY LETS YOU BOOK THE CHEAPEST FLIGHT, AND THAT'S ALWAYS ON ELBONIAN AIRLINES.



DON'T BE SUCH A SNOB. WHAT'S WRONG WITH USING A DISCOUNT AIRLINE?



WELL, THEY LIST THEIR DESTINATION AIRPORTS AS "WHATSOEVER LOOKS SOFT."



THE MEALS IN FIRST CLASS ARE MADE OF ANYONE WHO DIES IN COACH.



THEIR ENTIRE SECURITY SCREENING PROCESS INVOLVES SHOUTING AT EACH PASSENGER "ARE YOU OSAMA BIN LADEN?!!!"



AND I ONCE SAW A BAGGAGE HANDLER WEARING MY DRESS.

WHINER.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

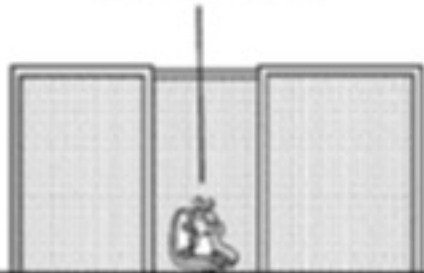
I AM A SCIENTIST
FROM THE PLANET
ZORP. I BRING YOU
TECHNOLOGIES BEYOND
YOUR IMAGINATION.



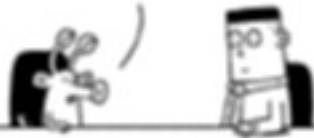
ALL I ASK IS THAT
YOU LET ME WORK
WITH YOUR ENGINEERS
TO TRANSFER THIS
KNOWLEDGE.



THEY THINK "WORK"
MEANS SITTING IN
A FABRIC-COVERED
CONTAINER.



I AM AN ALIEN WITH
HIGHLY ADVANCED
INTELLIGENCE. I HAVE
COME TO SHARE MY
GENIUS WITH THIS
COMPANY.



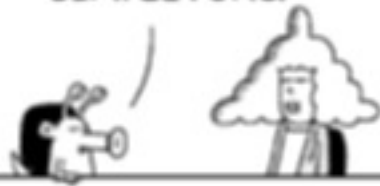
ME TOO. BUT
THEY DON'T LIKE
THAT SORT OF
THING HERE.



IT'S A
QUAGMIRE.



I CAME TO THIS
COMPANY TO BRING
THE TECHNOLOGY OF
MY ADVANCED
CULTURE TO YOU
SIMPLETONS.



HAS ANYONE EVER TOLD
YOU THAT YOUR SNOUT
IS LIKE THE HANDLE OF
A GAVEL?



A
WHAT?

HOW'S
THE NEW
GUY
WORKING
OUT?



ORDER
IN THE
COURT!

BAM
BAM
BAM

I CAME FROM A
DISTANT PLANET TO
BRING YOU ADVANCED
TECHNOLOGY, BUT NO
ONE HERE WILL LISTEN!



I AM A SUPERIOR
BEING, YOU MORON!
LISTEN TO WHAT I
TELL YOU AND THEN
DO IT!



I FIRED HIM
BEFORE HE STARTED
YAMMERING ABOUT
LINUX.

EASY COME,
EASY GO.



CAN YOU
COME TO
A MEETING
RIGHT NOW?



NO, IT'S
ALMOST
LUNCH
TIME.



IF I MISS LUNCH,
MY DAY WILL BE 12
HOURS OF UNINTER-
RUPTED MISERY. I
WILL ENVY THE DEAD.



THAT'S STUPID.
THE DEAD DON'T
EAT LUNCH EITHER.



ASOK, YOUR ASSIGN-
MENT IS TO BUY A
DISPLAY CASE FOR
OUR AWARDS.



THEN GO TO THE
AWARDS STORE AND
BUY A BUNCH OF
AWARDS BECAUSE
WE DON'T HAVE ANY.



THE NEXT ONE IS
FOR "BEST UNETHICAL
FILLING OF AN
AWARDS SHOWCASE."





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BY

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I ENJOYED MEETING
YOUR STAFF. KEEP UP
THE GOOD WORK.

THIS ISN'T MY STAFF.
I REPORT TO THE GUY
WHO REPORTS TO YOU.

REALLY? WHICH ONE
OF YOU REPORTS TO
ME?

WELL, THAT EXPLAINS
WHY YOU KEEP HANGING
AROUND OUTSIDE MY
OFFICE.

I'VE BEEN GOING
TO YOUR OFFICE FOR
YEARS, WAITING FOR
YOU TO GET OFF THE
PHONE SO I COULD
TALK TO YOU.

I'VE BEEN MAKING
FAKE PHONE CALLS
FOR YEARS, HOPING
THE WEIRDO OUTSIDE
MY OFFICE WOULD
GO AWAY.

KEEP UP THE
GOOD WORK.

DOGBERT CONSULTS

YOUR PROBLEM IS
THAT YOU HAVE TOO
MANY LOSERS ON
THE PAYROLL.



LUCKILY I HAVE
DEVELOPED A FOOL-
PROOF DNA TEST FOR
IDENTIFYING LOSERS.



WELL, I'M
AFRAID YOUR
DNA DOESN'T
MATCH MINE,
LOSER.



I ANALYZED THE
DNA OF ALL OF YOUR
APPLICANTS TO FIND
THE BEST FIT FOR
THE JOB.



THE MOST QUALIFIED
APPLICANT WHO IS
WILLING TO WORK FOR
YOU HAS THREE EARS, A
SNOUT, AND A LIFE
EXPECTANCY OF
THURSDAY.



DILBERT, MEET
THE NEW GUY.
AND DO IT
QUICKLY.



OUR NEW
PHILOSOPHY
IS "A BIAS FOR
ACTION."



ARE WE ELIMINATING
OUR SIX-SIGMA
PROGRAM, THE BUDGET
CYCLE, ISO CERTI-
FICATION, AND OUR
APPROVAL PROCESSES?



CAN I
GET BACK
TO YOU
ON THAT?

SURE.
NO RUSH.



MY DAY WILL
START OUT GREAT
IF I CAN MAKE IT
TO MY CUBICLE
WITHOUT HUMAN
CONTACT.



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AAYI-YI-YI-YI!



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I HOPE THAT
WAS THE SOUND
OF TEAMWORK.



WHY DID
YOU ADD
THIS BUTTON
TO THE USER
INTERFACE?



YOU
TOLD
ME TO.



WHY
WOULD
I TELL
YOU
THAT?



YOU ALWAYS
SUGGEST
RANDOM
CHANGES TO
CREATE
THE ILLUSION
OF ADDING
VALUE.



WELL,
REMOVE
THAT
BUTTON.



IT'S
ONLY ON
YOUR
COPY.



THERE'S A JOB
OPENING FOR AN
ENGINEER IN
RESEARCH AND
DEVELOPMENT!



IT'S A CHANCE TO
ESCAPE THE MIS-
MANAGED FUTILITY
OF MY CURRENT JOB
AND LIVE THE DREAM!



HEY, THERE'S AN
OPENING FOR A
NEW MANAGER OF
RESEARCH AND
DEVELOPMENT!





DILBERT®



BY
SCOTT ADAMS



DO YOU
MIND IF
I APPLY
FOR THE
OPENING
IN R&D?



HEY, I
JUST
APPLIED
FOR THE
MANAGER
JOB THERE.



UM...
MAYBE
I'LL
WAIT.



TO MAKE
SURE I'LL
BE YOUR
BOSS?



OOO—
KAY...



THIS MUST
BE WHAT
BONDING
FEELS LIKE.



CONGRATULATIONS
ON 20 YEARS OF
SERVICE. HERE'S A
PEN WITH THE
COMPANY'S LOGO.



I HAVE ONE JUST
LIKE IT. AT LEAST
I THINK THIS ONE
IS MINE. I MIGHT
HAVE GOTTEN THEM
MIXED UP.



WHICH ONE LOOKS
LIKE IT SPENT THE
LEAST TIME IN MY
EAR?



YOU SAID TO TELL
YOU IF MARKETING
WASN'T COOPERATING.



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YOU CAN'T COME
RUNNING TO ME
WITH EVERY LITTLE
PROBLEM. GO FIX
IT.



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THEN WHY
DID YOU
TELL ME
TO TELL
YOU?!



IT'S
JUST
SOME-
THING
I SAY.



WALLY, WHAT
ARE YOUR GOALS
FOR THE COMING
YEAR?



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MY GOAL IS TO
REPLACE MY SOUL
WITH COFFEE AND
BECOME IMMORTAL.



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I MEAN
SOME-
THING
ABOUT
WORK.



OH, I
THOUGHT
YOU SAID
MY GOALS.



I WROTE
OUT MY
GOALS
FOR THE
COMING
YEAR.



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I SET THEM HIGHER
THAN I CAN ACHIEVE
BECAUSE OUR BOSS
SAID IT'S GOOD TO
HAVE STRETCH GOALS.



WELL, MORE
FOR US.



I'M CONCERNED
THAT YOU MIGHT
BE LOW-BALLING
YOUR GOALS FOR
THE COMING
YEAR.



FOR EXAMPLE, THIS
ONE SAYS YOU WILL
"DECOMPOSE IN YOUR
CHAIR."



THAT
SOUNDS
EASY.

NOT REALLY.
HALF OF THE
TIME I'M IN
A DIFFERENT
CHAIR.





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BY

SCOTT ADAMS

OUR TRAVEL
BUDGET IS
SHOT.

WE'LL TAKE
MONEY OUT OF
THE TRAINING
BUDGET.

WE NEED TRAINING
TO SUPPORT OUR
NEW PRODUCT.

WE'LL USE THE
SOFTWARE BUDGET
FOR TRAINING.

WE NEED TO DO
A MANDATORY
SOFTWARE UPGRADE.

FINE. MOVE SOME
MONEY FROM THE
TRAVEL BUDGET TO
THE SOFTWARE
BUDGET.

GEEZ, YOU PEOPLE
DO NOTHING BUT
COMPLAIN. MEANWHILE
I'M MANAGING MY
BRAINS OUT.

I
WONDERED
WHAT
HAPPENED
TO THEM.

HAPPENED
TO WHAT?

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HE IS TOTALLY
VIOLATING MY
PERSONAL SPACE
WITH HIS NON-
STANDARD FACIAL
HAIR.

THEN I
SAID...

HA!
HA!
HA!
HA!

GAAA!!! HIS
WARM, MOIST
BREATH IS
ALL OVER ME!

PLEASE STOP
TOUCHING MY
BRAIN WITH
YOUR NOSE.

HE WAS VIOLATING
MY PERSONAL SPACE
AND HIS HEAD GOT
STUCK IN MY EAR.



YOU NEED A HUGE
YAWN TO OPEN THE
EAR CANAL SO HE
CAN GET OUT.



YES, I DO HAVE
LOTS OF PICTURES
OF MY PORCELAIN
FROG COLLECTION.
WHY DO
YOU ASK?



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

EMPLOYEE APPRECIATION
DAY IS NEXT TUESDAY.
THE COVER CHARGE IS
\$25 APIECE.



HOW DO WE KNOW
YOU WON'T BUY CHEAP
HOT DOGS AND POCKET
THE REST OF OUR
MONEY?



EVERY DAY IT
GETS HARDER TO
APPRECIATE YOU.



HOW'S
YOUR
PROJECT
COMING
ALONG?



IT'S A
STEAMING
PILE OF
FAILURE.



IT'S LIKE FIFTEEN
DRUNKEN MONKEYS
WITH A JIGSAW
PUZZLE.



HOW'S YOUR
PROJECT COMING
ALONG?



FINE.



WHO NEEDS A
LITTLE MANAGEMENT
HELP ON THEIR
PROJECT?



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YOU COULD ALMOST
FEEL THE TEAMWORK
IN THE AIR.



ALICE, I
HAVE SOME
GOOD IDEAS
ABOUT YOUR
PROJECT.



GAAA!
WHY
ME?



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WHY MUST I
SUFFER YOUR
IDEAS? WHY,
WHY,
WHY?!



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YOU'RE NOT
A GOOD
LISTENER.



SHOOT ME!
SHOOT ME!
SHOOT ME!





DILBERT®



BY

SCOTT ADAMS



I HIRED THE
DOGBERT PUBLIC
RELATIONS FIRM
TO GET US SOME
FREE PUBLICITY.



I'VE ALREADY TOLD
THE MEDIA THAT YOUR
PRODUCTS ARE DEADLY
AND WE'RE VOLUN-
TARILY RECALLING
EVERYTHING.



BUT...
THEY
AREN'T
DEADLY.

HEY, I
DON'T TELL
YOU HOW
TO BE FAT.



DOGBERT DOES PUBLIC
RELATIONS

OUR PRODUCTS ARE
MADE BY ASTHMATIC
DWARVES. YOU SHOULD
DO A STORY ON THAT.



NOT ENOUGH? OKAY,
WHAT IF THE DWARVES
ARE ALSO POLYGAMOUS
SERIAL KILLERS?



WHEN YOU TALK TO
THE REPORTER, TRY
TO SLOUCH, WHEEZE,
AND ACT HENPECKED
TO THE POINT OF
HOMICIDE.



DOGBERT DOES PUBLIC
RELATIONS

YOU CAN'T GET FREE
PUBLICITY SIMPLY BY
DOING SOMETHING
BETTER.



YOU HAVE TO DO
SOMETHING IN A WAY
THAT HAS NEVER BEEN
DONE.



IT'S A SIR RICHARD
BRANSON SORT OF
THING. YOU WOULDN'T
UNDERSTAND.



I HOPE YOU DON'T
EXPECT ME TO WRITE A
FAVORABLE ARTICLE
ABOUT YOUR COMPANY
JUST BECAUSE YOU
BOUGHT ME DRINKS.



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NO, I EXPECT YOU TO
PUBLISH MY PRESS
RELEASE AND ACT
LIKE YOU WROTE IT.



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YOU CAN WORK OR
YOU CAN GET DRUNK,
BUT THE PAY IS
EXACTLY THE SAME.



THANKS TO MY
P.R. CAMPAIGN,
YOUR STOCK PRICE
IS GROSSLY
OVER-INFLATED.



NOW YOU CAN USE
YOUR STOCK TO BUY
COMPANIES THAT
ACTUALLY MAKE
MONEY.



AFTER YOU MANAGE
THOSE COMPANIES
INTO THE TOILET,
GIVE ME A JINGLE.



SOMEONE LEFT
A DEAD HORSE
IN THE HALL.



I AM GOING TO
PUNCH THAT DEAD
HORSE UNTIL IT
GALLOPS AWAY.



YOU WERE
RIGHT. BUT
WHERE DID
YOU FIND
A DEAD
HORSE?

THERE'S
A STORE
FOR
EVERY-
THING.

PUNCH
PUNCH
PUNCH
PUNCH





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THE FACILITIES
PEOPLE TELL ME
THERE'S ASBESTOS
IN THE CEILING.



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THEY SAY YOU
DON'T NEED TO
WORRY ABOUT IT
UNLESS IT GETS
DISTURBED.



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THEY
PLAN TO
DISTURB
IT TODAY.



THE EMPLOYEES ARE
GETTING ALL WHINEY
ABOUT THE ASBESTOS
IN THE CEILING.



I TOLD THEM IT
WASN'T DANGEROUS,
BUT APPARENTLY
I'M NOT CREDIBLE IN
THIS HAZMAT SUIT.



I DON'T THINK
IT'S FAIR THAT
THEY JUDGE ME
BY MY CLOTHES.



THEY FOUND
ASBESTOS IN OUR
CEILING. WE'RE ALL
IN DANGER.



I MUST USE MY
TELEKINESIS TO
REMOVE THE
ASBESTOS.

GAAA! ...



THE THREAT
HAS BEEN
NEUTRALIZED.
YOU MUST
NEVER ASK
ME HOW IT
WAS DONE.

I'M NOT
EVEN
CURIOUS.



DO YOUR
ESTIMATES
INCLUDE
TAX AND
SHIPPING?



RELAX,
RELAX,
CALM
DOWN.



THERE'S NO NEED TO
GO ALL NUTS ABOUT
THE TAX AND SHIPPING.
IT'S UNDER CONTROL.
TAKE A DEEP BREATH.



UM...
ALL I
ASKED
WAS...



GAAA!
YOU'RE
TOTALLY
LOSING
IT NOW!



DILBERT TOTALLY
FLIPPED OUT WHEN
I SHOWED HIM THE
COST ESTIMATES.



REALLY? OR IS THIS
ONE OF THOSE CASES
WHERE SOMEONE ACTS
NORMALLY AND YOU
INEXPLICABLY TELL
THE WORLD THAT THEY
TOTALLY FLIPPED OUT?



WHOA!
DON'T
FLIP
OUT.



I WONDER
IF I CAN
PUNCH HER
SANE.



ALICE, YOU'VE BEEN
ACCUSED OF PUNCHING
A CRAZY CO-WORKER.



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IN MY DEFENSE,
IT DID MAKE HER
LESS CRAZY.



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I KNOW. HERE'S A
LIST OF ADDITIONAL
CRAZY EMPLOYEES I'D
LIKE YOU TO PUNCH.





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HAVE YOU SIGNED
TED'S GET WELL
CARD YET?



DON'T LEAVE THAT
HERE. TED PASSED AWAY
TWO WEEKS AGO. HOW
LONG HAVE YOU HAD
THE CARD ON YOUR
DESK?



HAVE YOU
SIGNED TED'S
GET WELL
CARD YET?

PUT IT
ON THE
PILE.



I SPENT THIS ENTIRE
WEEK UNSCREWING THE
PROBLEMS CREATED BY
YOUR AMBIGUOUS
COMMUNICATION.



NEXT WEEK I HOPE
TO UNSCREW THE
PROBLEMS CREATED
BY YOUR HIRING
OF MORONS.



MOVING
ON, I'VE
MADE
SOME
CHANGES
TO THE
BUDGET.

THERE
GOES
APRIL.



WALLY, TOO MANY
PEOPLE ARE ASKING
ME FOR THINGS. HOW
CAN I SET PRIORITIES?



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WAIT UNTIL EVERYONE
IS YELLING AT YOU AND
THEN HELP WHOEVER
MAKES THE SCARIEST
THREAT ON ANY GIVEN
DAY.



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IS THAT
WHAT
YOU DO?



NO, I
TELL
PEOPLE
TO GO
ASK YOU.



WALLY,
DID YOU
FINISH THE
DETAILED
ANALYSIS?

NO, I'M
MORE OF
A BIG
PICTURE
KIND OF
GUY.

WHY
DIDN'T
YOU TELL
ME THAT
A WEEK
AGO WHEN
I ASKED?

I DON'T
LIKE TO
DISAPPOINT
PEOPLE.

WHAT
THE ~~\$\$\$!~~
DO YOU
THINK
I AM
NOW?!

HEY, I
THINK I'M
STARTING
TO LIKE DIS-
APPOINTING
PEOPLE!

I DISAPPOINT
PEOPLE, BUT I'M
LEARNING TO
ENJOY IT.



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THE KEY TO
HAPPINESS IS TO
LOVE WHO YOU ARE,
NOT WHO OTHERS
WANT YOU TO BE.



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DOESN'T
THAT
MAKE
YOU A
SOCIO-
PATH?



YEAH.
I LOVE
THAT
ABOUT
ME.

DOGBERT'S SPEAKERS
BUREAU

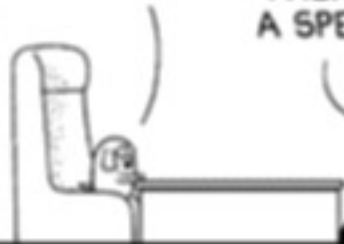
WHAT TOPIC WOULD
YOU BE SPEAKING
ABOUT?



I WOULD SPEAK ABOUT
THE FOLLY OF TRYING
TO SATISFY OTHER
PEOPLE'S UNREASONABLE
EXPECTATIONS.



WOULD
YOU
SHOW UP
ON TIME?



NO. I
DOUBT
I WOULD
EVEN
PREPARE
A SPEECH.



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EVERY COMPANY
NEEDS GOALS.



WE HAVE DIVISION
GOALS, DEPARTMENT
GOALS, DISTRICT
GOALS, PERSONAL
GOALS AND AFFILIATE
GOALS.



YOU WILL ALL ATTEND
A FOUR-HOUR TRAINING
SESSION ON HOW TO
WRITE GOALS.



EVERY WEEK YOU WILL
REPORT ON HOW YOU
ARE DOING COMPARED
TO YOUR GOALS.



THOSE REPORTS WILL
BE ENTERED INTO A
GIANT DATABASE.



WON'T THE SIZE AND
COMPLEXITY OF THE
DATABASE MAKE IT
IMPOSSIBLE TO KNOW
WHAT'S REALLY
HAPPENING?



YES. THAT'S WHY
YOUR RAISES WILL
BE BASED ON WHAT
YOU LOOK LIKE.



BUMMER
FOR YOU.



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DOGBERT'S
SPEAKERS BUREAU

I BOOKED YOU TO
DO THE KEYNOTE
SPEECH FOR A BIG
COMPANY.



THEY NEED A SPEAKER
WHO IS SO BORING
AND UNINSPIRING
THAT THEIR CEO'S
HUMOROUS SKIT SEEMS
LESS SOUL-CRUSHING.



HOW LARGE IS
THE AUDIENCE?

1,500
VICTIMS.



WALLY'S KEYNOTE
SPEECH

THE SOURCE OF ALL
UNHAPPINESS IS
OTHER PEOPLE.



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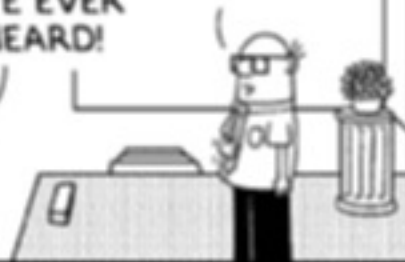
THE SOONER YOU
LEARN TO THINK OF
OTHER PEOPLE AS
NOISY FURNITURE,
THE SOONER YOU
WILL BE HAPPY.



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THAT'S
THE
STUPIDEST
ADVICE
I'VE EVER
HEARD!

HEY, IT'S
A TALKING
OTTOMAN!
HEE-HEE!



FINANCIAL ADVISOR

YOU'VE MADE A LOT
OF MONEY AS A
DEMOTIVATIONAL
SPEAKER.



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I RECOMMEND ALLO-
CATING 2% OF IT TO
ME, AND 98% TO THINGS
THAT SOUND GOOD IF
YOU DON'T LOOK INTO
THEM TOO CLOSELY.



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HOW ABOUT A
MANAGED STOCK FUND
WITH HIGH CHURN
AND A BIG FRONT-END
LOAD?



SOUNDS
GOOD.

THANKS TO MY
OUTSIDE INCOME, I
DIDN'T FEEL ANY
PRESSURE TO WORK
THIS WEEK.



SO I SPENT MY TIME
DRAWING PICTURES
OF YOU IN FUNNY
POSITIONS.



I MIGHT
BE LOSING
MY FIRM
GRIP ON
THINGS.



NOT
ACCORD-
ING TO
THIS
PICTURE.



WE HAVE A
SQUATTER
PROBLEM.



WE MUST MAKE OUR
EMPTY CUBICLES
APPEAR OCCUPIED OR
ELSE WE'LL LOSE THEM
TO OTHER DEPART-
MENTS.



WHEN WE'RE DONE HOS-
ING OUR OWN COMPANY,
CAN WE START HOSING
THE COMPETITION?

OUR
CUSTOMERS
ARE NEXT.



DID YOU
FINISH THE
TECHNICAL
EVALUATION?



FIRST
DRAFT.

UM... THIS
SAYS NOTHING
BUT LITERALLY
"BLAH, BLAH, BLAH."



I LIKE TO
NAIL THE
SPACING
FIRST.





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SOME
BATTERIES
IN THE LAB
LEAKED.

I CLEANED IT UP BUT
THERE WAS NO PLACE
TO PUT ALL OF THE
HAZARDOUS WASTE.

I COULDN'T PUT IT
IN THE REGULAR
TRASH OR THE
RECYCLING BIN.

IT'S NOT LEGAL
TO POUR IT DOWN
THE DRAIN OR
FLUSH IT.

SO I PUT IT
BETWEEN TWO PIECES
OF BREAD AND LEFT IT
IN THE BREAK ROOM
REFRIGERATOR.

GAAA!!!

NOT REALLY. I
JUST WANTED TO
FIND OUT WHO'S
BEEN EATING MY
LUNCH.

YOU
MEAN
I'M NOT
GOING
TO DIE?

NOT
INSTANTLY.

DID YOU KNOW THAT
LONELINESS CAN'T BE
CURED BY LISTENING
TO OTHERS?



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YOU CAN ONLY FEEL
ALIVE AND WHOLE
WHEN OTHERS ARE
LISTENING TO YOU.



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WHAT DO
YOU THINK
OF THAT?

THINK OF
WHAT?



I HAVE
FINISHED
MY PROJ-
ECTS.
WHAT'S
NEXT?



MAKE A
SPREAD-
SHEET AND
TRACK
SOMETHING.



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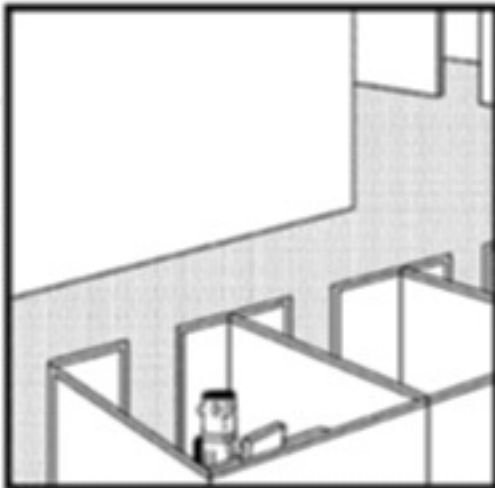
TRACK
WHAT?



I THINK
YOU'LL FIND
THAT IT
DOESN'T
MATTER.



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IN ORDER TO BOOST
PRODUCTIVITY, THE
COMPANY HAS DECIDED
THAT EMPLOYEES CAN
NOT USE E-MAIL ON
FRIDAYS.



WHAT IF MY HIGHEST
PRIORITIES REQUIRE
E-MAIL? SHOULD I
WASTE MY DAY DOING
WORTHLESS STUFF?



GEEZ,
SOMEHOW
YOU MADE
A GREAT
IDEA SEEM
RIDICU-
LOUS.

YEAH,
THAT'S
ALL ME.



HOW CAN
I ACHIEVE
MY FULL
POTENTIAL?

YOU
ALREADY
HAVE.

WHAT?

SERIOUSLY.
YOU ALREADY
PEAKED.

I CAME TO
HUMAN
RESOURCES
FOR SOME
GUIDANCE.

THAT'S
WHAT
TIPPED
ME OFF.

CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I'D LIKE TO
DISCUSS MY
CAREER PLAN.



THE PLAN IS THAT WE'LL
KEEP YOU AROUND UNTIL
WE FIND A STARVING
ELBONIAN TO DO YOUR
JOB FOR LESS.



IN OTHER WORDS,
BLAH, BLAH, MAYBE
SOMEDAY YOU WILL
GET A PROMOTION.



EVERYTHING YOU
DO IS DIFFERENT
FROM THE WAY I
WOULD DO IT.



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THAT'S HOW I KNOW
YOU'RE DOING EVERY-
THING WRONG.



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I WOULDN'T
BE MAKING
THAT FACE.





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HI, I'M JEFF,
THE HUMAN
ASHTRAY.

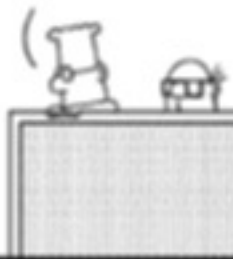


I LIKE TO LEAN IN
REAL CLOSE TO
PEOPLE SO THEY CAN
ENJOY MY AROMA!



OW!
OW!
OW!

SOUNDS LIKE
SOMEONE IS
GETTING HIS
ASH KICKED.



JEFF, THE HUMAN
ASHTRAY

WATCH OUT FOR
THAT HOLE IN
THE GROUND!



THAT'S NOT A HOLE.
IT'S JUST A DARK SPOT
ON THE FLOOR FROM
SOME OF YOUR ASH
FALLING THERE.



I CAN'T
TELL THE
DIFFERENCE
BETWEEN MY
ASH AND A
HOLE IN THE
GROUND.

DILBERT,
DID YOU
MEET
YOUR
NEW
BOSS?



JUST BECAUSE MY
HEAD IS AN ASHTRAY,
THAT DOESN'T MEAN
I CAN'T BE A GOOD
MANAGER.



ASK ME ANY
QUESTION AND I
WILL SHOW YOU MY
MANAGERIAL
TALENT.



THE
ANSWER
IS SIX
BAGS OF
POTATOES!



MAY I
ASK THE
QUESTION
FIRST?



THERE'S MORE TO
BEING A MANAGER
THAN JUST HAVING
AN ASHTRAY FOR
A HEAD.



YES, AND I AM
DOING A LOT OF
RESEARCH TO FIND
OUT WHAT THOSE
OTHER THINGS ARE.



LATER, AT THE LIBRARY

THIS IS
GOOD STUFF.



WHEN YOU'RE DONE
RESEARCHING NEW
TECHNOLOGY, I WANT
YOU TO INVENTORY
OUR FURNITURE.



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WHEN
DO YOU
THINK
YOU'LL
BE
DONE?

WHEN WILL
YOU FORGET
YOU ASKED ME,
AND ASSIGN
THE FURNITURE
PROJECT TO
SOMEONE ELSE?



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TWO
WEEKS.



I'LL BE
DONE IN
15 DAYS.



I DON'T UNDER-
STAND WHAT
YOUR DEPARTMENT
DOES, SO I DECIDED
TO ELIMINATE IT.



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WHAT IF I EXPLAIN
WHAT WE DO? WOULD
YOU CHANGE YOUR
MIND?



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I SEE
YOU'RE NOT
A BIG FAN OF
DECISIVENESS.





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OUR CEO WANTS
TO ELIMINATE OUR
DEPARTMENT BECAUSE
HE DOESN'T KNOW
WHAT WE DO.



I NEED SOMEONE TO
TELL ME WHAT WE
DO SO I CAN TELL
HIM.



WE
EXPLAIN
THINGS
TO
MORONS.

SHOULD I
BE WRITING
THIS DOWN?



ASOK, I NEED YOU TO
CREATE A POWERPOINT
PRESENTATION THAT
WILL SAVE OUR DEPART-
MENT FROM BEING
ELIMINATED.



YOU MUST QUANTIFY
THE UNQUANTIFIABLE.
AND THAT CAN ONLY
BE DONE BY A PROCESS
THAT I CALL LYING.



LYING
IS A
PROCESS?

IT CAN
BE, IF YOU
USE ENOUGH
SLIDES.



I NEED TO QUANTIFY
THE BENEFITS OF
OUR DEPARTMENT.
ANY IDEAS?



I RECOMMEND
DISHONESTY.



WOULD
THAT
WORK?



IT MADE
ME THE
MAN I AM
TODAY.



I HAVE THE ABILITY
TO QUANTIFY THE
UNQUANTIFIABLE.



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THAT IS WHY
THEY CALL ME
DOGBERT THE
QUANTIFIER.



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WHO
CALLS
YOU
THAT?



EIGHT
PEOPLE.



DOGBERT THE QUANTIFIER

HOW CAN I QUANTIFY
THE BENEFITS OF MY
DEPARTMENT?



TRY MAKING ABSURD
CLAIMS OF VALUE WHILE
HOPING THAT NO ONE
ASKS QUESTIONS.



DOES
THAT
WORK?

I HOPE SO.
HERE'S MY
INVOICE.



ART DEPARTMENT

I AM DOGBERT, THE
QUANTIFIER OF
UNQUANTIFIABLE
THINGS.



I DECLARE
YOU TO BE
WORTH \$85.



NO ONE
LIKES TO
BE QUANT-
IFIED.





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CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I HIRED
TWO PEOPLE
TO WORK
ON YOUR
PROJECT.

ONE IS A MUMBLER
AND THE OTHER ONE
IS HARD OF HEARING
BUT DOESN'T KNOW IT.

MMMM,
AFTERGLOW.



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YOUR SUCCESS
DIMINISHES ME.



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E-MAIL ME
WITH YOUR
COMMENTS
ON THE
DESIGN.



CAN'T I
JUST TELL
YOU MY
COMMENTS
NOW?



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I NEED IT IN WRITING
BECAUSE YOU'RE A HUGE
LIAR AND YOU'LL CHANGE
YOUR STORY LATER.



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AND I MIGHT PUNCH
YOU FOR NOT SHAVING
THE BACK OF YOUR NECK.



WELL THEN,
E-MAIL
IT IS.



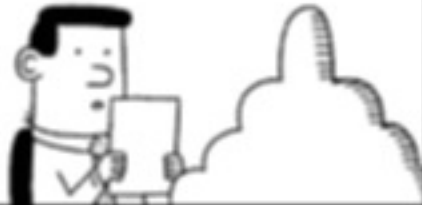
I NEVER
REVIEWED
THE
DESIGN.



YES YOU
DID. HERE'S
A COPY OF
YOUR
E-MAIL.



THIS IS HARDLY
CONCLUSIVE. DID YOU
GET ANY DNA EVIDENCE?



WHAT
WAS ALL
THAT
SCREAM-
ING?



I HAD TO
COLLECT
SOME DNA.



I DON'T UNDERSTAND
WHY TECHNICAL
WRITERS GET PAID
LESS THAN ENGINEERS.



IF YOU WERE CAPABLE
OF UNDERSTANDING
THAT SORT OF THING,
YOU'D BE AN ENGINEER.



THIS
TOOK
AN UGLY
TURN.



AND YOUR
DRESS LOOKS
LIKE A TUBE
SOCK WITH
ASPIRATIONS.



YOU WROTE LAST
YEAR'S DATE ON
THIS REPORT.
HA HA! SWIFT.



I ENJOY POINTING
OUT YOUR MISTAKES
BECAUSE IT MAKES
ME FEEL BETTER ABOUT
MYSELF.



I
WROTE
THIS
LAST
YEAR.



THIS WILL
GO FASTER
IF YOU SAY
YOU DIDN'T.





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COMPANY LAWYER

I DID A TRADE-MARK SEARCH ON ALL OF THE EXCELLENT PRODUCT NAMES YOU SUGGESTED.



EVERY ONE OF THEM IS TAKEN.



SO I DID A SEARCH ON THE NAMES THAT WEREN'T SO GREAT.



THOSE ARE TAKEN TOO.



THEN I CHECKED ON THE NAMES I CRUD, IPUKE, EATDIRT-ANDDIE, AND DEFECTIVEPRODUCT.



ALL TAKEN.



SO OUR NEW PRODUCT NAME WILL BE A COMBINATION OF GRUNTS AND SHRIEKS.



LIKE THIS?

GRARR-EEY-YAAA?

THAT ONE IS TAKEN. OURS SOUNDS MORE LIKE A MONKEY PASSING A KIDNEY STONE.



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I SPENT MY ENTIRE
DAY PLANNING AND
SCHEDULING FUTURE
WORK, AND NO TIME
DOING WORK.



TOMORROW I PLAN
TO SPEND THE ENTIRE
DAY EXPLAINING WHY
I DIDN'T HAVE TIME
TO DO WORK.



IT HURTS
LESS IF I
CALL IT
A PLAN.



WHAT
HAPPENS
IF YOU
CALL IT
YOUR
PURPOSE?



ACCORDING TO MY
SOUL-O-METER, YOU
STILL HAVE 1% OF
YOUR SOUL.



I'LL GIVE
YOU A
DOUGHNUT
FOR IT.

SOLD.



IT'S FUNNY HOW
QUICKLY A GOOD
DAY CAN BECOME
A GREAT DAY.





STOP RIGHT
THERE. I'M
DETECTING
A GLIMMER
OF HOPE.

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I WAS HOPING I
WOULD BE APPRECIATED
FOR MY HARD WORK.



FALSE HOPE
IS OKAY.
CARRY ON.



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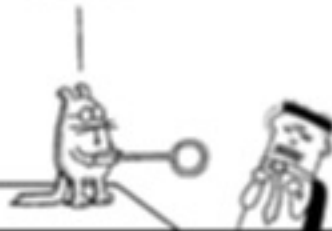
MY SOUL-O-METER
IS PICKING UP A
REINCARNATED SOUL.
IT LOOKS LIKE YOU
HAVE HAD SEVERAL
PREVIOUS LIVES.



I'LL CAUTERIZE YOUR
HEAD SO YOUR SOUL
STAYS IN YOUR DEAD
BODY NEXT TIME.



BECAUSE
I CAN.



THIS PRODUCT WILL
LEAPFROG THE IPOD
AND PROVIDE PLEASURE
TO ALL FIVE OF YOUR
SENSES.



THE USER CAN DOWN-
LOAD PICTURES, SMELLS,
TASTES, AND CELEBRITY
TICKLING PATTERNS.



THE TEST GROUP
PREFERRED IT OVER
EATING. THEY'RE
ALL DEAD.



DON'T FEEL BAD IF
YOU ONLY GOT A 3%
RAISE; I ONLY GOT
2% MYSELF.



CAN WE FEEL BAD
THAT 2% OF YOUR
PAY IS BIGGER THAN
3% OF OUR PAY?



DON'T GET ALL
MATHY ON ME.



DON'T FEEL BAD IF
YOU ONLY GOT A 3%
RAISE; I ONLY GOT
2% MYSELF.



CAN WE FEEL BAD
THAT 2% OF YOUR
PAY IS BIGGER THAN
3% OF OUR PAY?



DON'T GET ALL
MATHY ON ME.





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BY

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PHEW. THIS HAS BEEN
A LONG MEETING. DOES
ANYONE HAVE ANY
OTHER ISSUES?

I...

PUNCH

WE HAVE A
MOTION TO
ADJOURN.

YOU HAVE A
BAD CASE OF
CHAIR BUTTOCKS



YOU CAN STILL
LIVE A NORMAL
LIFE.



ASSUMING IT'S
NORMAL FOR
PEOPLE TO POINT
AND LAUGH AT YOU.



THIS IS THE
POSTERIOR OF A
HEALTHY,
UNEMPLOYED
WOMAN.



PROLONGED EXPOSURE
TO EMPLOYMENT
WILL CREATE MORE
OF A BOX SHAPE.



I'D OFFER YOU A
LOLLIPOP, BUT IT
WOULD ONLY MAKE
THINGS WORSE.



TINA THE TECH WRITER

I'M
STARTING
MY OWN
BLOG!



DEAR
GOD,
NO!



EVERY DAY I WILL
RECORD MY PERSONAL
THOUGHTS ABOUT
OUR BUSINESS.



I NEED YOU TO WRITE
THE FIRST ONE BY
NOON. I CAN'T WAIT
TO SEE WHAT I'M
THINKING.



THIS BLOG POST YOU
WROTE FOR ME ISN'T
WITTY ENOUGH.



TRY IT AGAIN, BUT
MAKE ME SOUND LIKE
MARK TWAIN.



"I RECKON YOU'D BE
HANKERIN' FOR SOME
QUALITY. 'TAINT
HAPPENIN' BUT IT
ORTER."



YOUR BLOG HAS
BECOME AN
EMBARRASSMENT
TO THE COMPANY.



YOU HAVE FAILED ME.
NOW YOU MUST PAY
THE PRICE.



OH, CRUD. I NEED YOU
TO CALL THE FACILITIES
DEPARTMENT FOR ME...
AND COME BACK
TOMORROW.

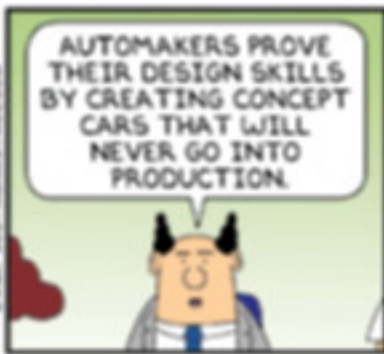




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YOU MIGHT HEAR
SOME NOISE FROM
THE BASEMENT
TONIGHT.

I GOT A BIG ORDER
FOR RUNNING SHOES,
SO I'M MAKING THE
ELBONIANS WORK
AROUND THE CLOCK.

HERE'S SOME PEPPER
SPRAY IN CASE ANY
OF THEM ESCAPE.

PLEASE HELP ME. YOUR
DOG HAS ENSLAVED MY
PEOPLE IN YOUR BASE-
MENT AND FORCED US
TO MAKE RUNNING
SHOES!



GAAA!!!
MY EYES!!!



I LIKE TO HELP
PEOPLE, BUT I ALSO
LIKE INEXPENSIVE
FOOTWEAR.



WE HAVE A REPORT OF A
CARTOONIST IN CUBICLE
45950. HIS COMICS
MIGHT EMBARRASS
THE COMPANY.

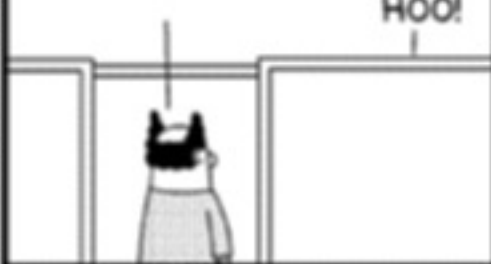


WE CAN'T FIRE HIM
BECAUSE IT WOULD
LOOK BAD. YOU MUST
GIVE HIM ABSURD
ASSIGNMENTS UNTIL
HE QUIT.



YOUR NEW JOB IS TO
EVALUATE TECHNOLOGY
THAT OBVIOUSLY HAS
NO ECONOMICAL
APPLICATION.

WOO
HOO!



I HEARD THAT YOU
STARTED A COMIC
STRIP ON THE SIDE.



YOU'RE IN MY SEAT,
FLY BAIT. MOVE OR I'LL
POUND YOUR HEAD SO
HARD YOU'LL HAVE TO
REMOVE YOUR PANTS
TO READ.



DID I
MISS
ANYTHING
ABOUT
TEAMWORK?

WHERE
DO YOU
GET YOUR
IDEAS?



YOU CAN'T HAVE A
SIDE JOB OF DRAWING
A COMIC STRIP
ABOUT THE WORKPLACE.



I SHOULD FIRE YOU
FOR MOCKING THE
MANAGEMENT OF THIS
COMPANY IN NEWS-
PAPERS.



BECAUSE THEN
I'D MOCK YOU
LESS?



MY SIDE JOB AS A
CARTOONIST IS DOING
WELL, SO THIS IS MY
RESIGNATION.



MY NEW CAREER
INVOLVES SITTING
AROUND IN MY PAJAMAS
AND THINKING OF WAYS
TO RIDICULE YOU.



ACTUALLY, IT'S NOT
SO MUCH A LETTER OF
RESIGNATION AS IT
IS A DRAWING OF YOUR
BODY WITH A MANURE
HEAD.





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BY
SCOTT ADAMS



"YES, DO
THAT
RIGHT
AWAY."

DO
WHAT?

CAN I IGNORE E-MAIL
FROM PEOPLE WHO DON'T
INCLUDE MY ORIGINAL
MESSAGE IN THEIR
REPLY?

YES, AND
YOU CAN
HATE THEM,
TOO.

90% OF HAPPINESS
IS PICKING THE
RIGHT ETHICIST.

WHY DON'T YOU
ANSWER MY E-MAILS?
DO I NEED TO COMPLAIN
TO YOUR BOSS?



YOUR MESSAGES HAVE
TOO MANY TOPICS AND
NO PARAGRAPH BREAKS.
THEY ARE A VIOLATION
OF ALL THAT IS GOOD
AND RIGHT ABOUT
E-MAIL.



"BLAH, BLAH, BLAH,
DILBERT IS RUDE..."
GEEZ, I CAN'T EVEN
READ THIS MESS.



WALLY, YOU HAVE
ATTENDED THOUSANDS
OF MEETINGS AND
NEVER GOTTEN AN
ACTION ITEM. WHAT
IS YOUR SECRET?



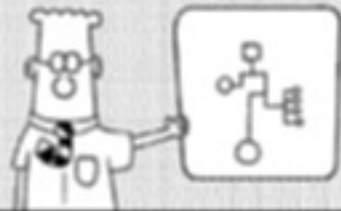
WHEN THE ACTION
ITEMS ARE HANDED
OUT, I USE A CERTAIN
FACIAL EXPRESSION
TO WARD THEM OFF.



... AND I'LL
NEED SOME-
ONE TO...



THIS COMPLETES MY
PRESENTATION.



DOES ANYONE HAVE A
QUESTION DESIGNED
TO INCREASE MY
WORKLOAD FOR YOUR
ENTERTAINMENT?



HOW MUCH MONEY
WOULD THE COMPANY
SAVE IF YOU DID THE
ENTIRE PROJECT BY
YOURSELF?



DOGBERT'S TECH SUPPORT

TRY TURNING OFF
YOUR ROUTER, YOUR
MODEM, AND YOUR
COMPUTER.



NOW TURN OFF YOUR
AIR CONDITIONING,
YOUR LIGHTS, AND
YOUR WATER HEATER.
UNPLUG YOUR MICRO-
WAVE AND DEFROST
YOUR REFRIGERATOR.



YOU'RE
VERY
THOROUGH.



CANCEL YOUR
GARBAGE
SERVICE,
RENOUNCE
YOUR CITI-
ZENSHIP, AND
YANK OUT
YOUR PHONE.



DOGBERT'S TECH SUPPORT

GIVE ME A LIST OF
ALL THE SOFTWARE
AND HARDWARE
YOU'RE USING.



NOW SIT THERE LIKE
A SHEEP WHILE I
RANDOMLY SELECT A
PRODUCT FROM THE
LIST AND TELL YOU
IT'S THE PROBLEM.



WHAT IF
I KNOW
IT ISN'T?

THAT WILL
MATTER
LESS THAN
YOU'D
IMAGINE.





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I ASKED DISGRUNTLED DOUG TO WORK ON OUR PRICING MODEL.

THE FATE OF THE ENTIRE COMPANY RESTS IN HIS TINY HANDS.

THAT REMINDS ME: I GAVE YOUR CUBICLE TO AN INTERN.

BUT DON'T WORRY. I HAVE ANOTHER WORK-SPACE FOR YOU.

YOU CAN USE THIS LITTLE CARDBOARD BOX THAT THE LASER PRINTER CAME IN.

IT'S ONLY TEMPORARY.

UNTIL WE CAN FIND YOU A LARGER CARDBOARD BOX.

I HAVE AN URGE TO UNDERESTIMATE COSTS.

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CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I'VE WORKED IN A
WINDOWLESS CUBE
FOR 25 YEARS. CAN I
MOVE TO THE VACANT
CUBE BY THE WINDOW?



SURE.

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THEY CAN TAKE MY
SOUL BUT THEY CAN'T
TAKE MY NAME!



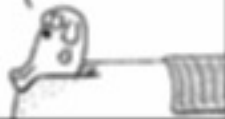
VISA CALLED.
SOMEONE STOLE
YOUR IDENTITY.



I NEED
A NEW
BATTLE
CRY.



HOW
ABOUT
"OUCH"?



DOGBERT CONSULTS

YOU NEED A DASH-
BOARD APPLICATION
TO TRACK YOUR
KEY METRICS.



THAT WAY YOU'LL HAVE
MORE DATA TO IGNORE
WHEN YOU MAKE YOUR
DECISIONS BASED ON
COMPANY POLITICS.



WILL THE
DATA BE
ACCURATE?

OKAY,
LET'S
PRETEND
THAT
MATTERS.



I CAN MONITOR
THE COMPANY'S
KEY METRICS FROM
MY EXECUTIVE
DASHBOARD.



UH-OH. I NEED TO
DO A BETTER JOB OF
FALSIFYING MY DATA.



ALLOW ME TO SET THE
STAGE FOR YOUR NEXT
ASSIGNMENT BY
REMINDING YOU THAT
STOCKHOLDERS HAVE
NEVER DONE ANYTHING
FOR YOU.



CAROL, YOU SHOWED
UP FOR WORK ALMOST
EVERY DAY THIS
WEEK. HERE ARE SOME
"MORALE DOLLARS."



IT'S NOT REAL MONEY,
BUT YOU CAN REDEEM
IT FOR GIFTS AND
SERVICES THAT YOU
DON'T WANT OR NEED.



I ALSO ENTERED YOU
INTO A RAFFLE THAT
YOU DIDN'T WIN.



TED, I NEED YOU TO
WORK LATE EVERY
NIGHT UNTIL WE
CATCH UP.



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YOU'LL ALSO NEED
TO WORK EVERY
WEEKEND.



WHAT
ABOUT
MY
FAMILY?



THEY
HAD A
GOOD
RUN.



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EVERY PROJECT YOU
WORKED ON THIS YEAR
GOT CANCELED AFTER
THE REORGANIZATION.



IT'S AS IF
YOU DIDN'T
EVEN EXIST.



THAT'S NOT
ENTIRELY TRUE.



FOR EXAMPLE,
I OCCUPIED
SPACE.



I'D LIKE TO SEE
SOMEONE WHO
DOESN'T EXIST
DO THAT.



A DEAD PERSON
CAN OCCUPY
SPACE.



BUT A
DEAD
PERSON
EXISTS.



I WON THE ARGUMENT,
BUT IT WAS A HOLLOW
VICTORY.



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YOU HAVE A PATTERN
OF RAISING NO
OBJECTIONS TO PLANS
AND LATER ACTING AS
IF YOU OPPOSED THEM
FROM THE START.



I HOPE TO THWART
YOU BY ASKING YOU
TO SIGN OFF ON THIS
PLAN IN WRITING.



OOH, IF ONLY YOU
HAD ASKED ME
BEFORE MY HANDS
GOT STUCK IN THESE
COFFEE MUGS.



DID YOU GET ALL OF
THE DEPARTMENT HEADS
TO SIGN OFF ON OUR
BUSINESS PLAN?



NO, THEY PREFER TO
SEE US FAIL SO THEY
LOOK GOOD IN COM-
PARISON AND THERE'S
MORE MONEY IN THE
BUDGET FOR THEM.



HOW CAN
WE SPEED
UP THIS
PROCESS?



I'M
FAILING
AS FAST
AS I CAN.



I HAD A
PRODUCTIVE
TIME AT THE
MANAGEMENT
RETREAT.



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WE GOLFED AS HARD
AS WE COULD UNTIL
WE CAME UP WITH A
NEW VISION FOR THE
COMPANY!!!



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BUT NO ONE
WROTE IT DOWN,
SO WE'RE GOING
TO TRY AGAIN
NEXT MONTH.



ASOK, YOU NEED
TO HAVE MORE
OF A WINNER'S
MENTALITY.



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IF I HAD THAT SORT
OF THING, WHY WOULD
I WORK HERE?



IDEALLY, WE WANT
YOU TO BE DUMB AND
OPTIMISTIC AT THE
SAME TIME.



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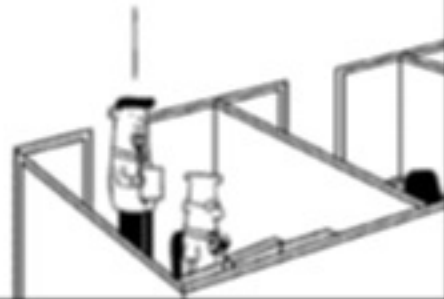
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DILBERT, DO YOU HAVE
SOME TIME TO HELP
ME WITH THIS
TECHNICAL ANALYSIS?



SURE, IF YOU'LL GO
TO MY HOUSE AND
MOW MY LAWN SO
THIS DOESN'T BECOME
A LOPSIDED RELA-
TIONSHIP.



WHY MUST YOU BE
SO DIFFICULT TO
ABUSE?

GO SPIT
IN YOUR
SOCKS.





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BY
SCOTT ADAMS



I REPRESENT THE
LAW FIRM OF
DOGBERT, DOGBERT,
AND MORE DOGBERT.



YOUR COMPANY'S
WEB PAGE STEALS
PEOPLE'S CURSORS AND
PUTS THEM IN YOUR
OWN SEARCH FIELD.



AND MY SUIT IS TOO
TIGHT. WHEN YOU PUT
IT ALL TOGETHER, I
MIGHT HAVE TO KILL
YOU.



TODAY YOU WILL
WEAR CLOTHES YOU
DON'T WANT TO
WEAR.



YOU'LL DRIVE SOME-
WHERE YOU DON'T
WANT TO BE, AND DO
THINGS YOU DON'T
WANT TO DO.



HAVE
A NICE
DAY.



HAVE FUN WORKING
WHILE I'M HOME
CHEWING ON YOUR
COMPUTER CABLES.



I'LL PROBABLY START
WITH A USB CABLE
APPETIZER, THEN DO
THE ETHERNET CABLE
WITH BLUE CHEESE
DRESSING.



THEN I'M
GOING TO
WRAP MY
COLON
AROUND
SOME
COAX.



I ENVY
YOU, AND
IT'S
DISTURB-
ING.



I GOT A
TEXT
MESSAGE
FROM OUR
BOSS.



"KEEP UP
WRK"



WHAT
DOES
THAT
MEAN?

YOU JUST
GOT YOUR
ANNUAL
PERFORMANCE
REVIEW.



REBELS HAVE
THREATENED TO ATTACK
OUR ELBONIAN FACTORY
UNLESS WE GIVE THEM
A MILLION DOLLARS.

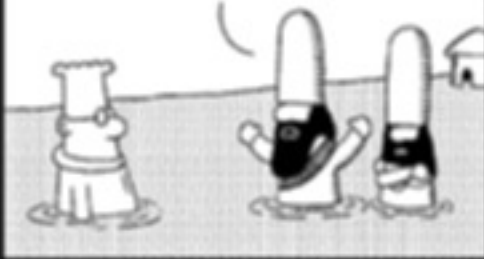


THAT'S OUTRAGEOUS!
TELL THEM THEIR
COMPETITION OFFERED
TO NOT ATTACK US
FOR HALF THAT PRICE.



NEGOTIATIONS BEGIN

THAT WOULDN'T EVEN
COVER OUR COSTS OF
NOT ATTACKING!



REBEL NEGOTIATIONS

YOUR PRICE TO NOT
ATTACK OUR ELBONIAN
FACTORY IS TOO HIGH.



WE CAN GIVE YOU
THE SENIOR CITIZEN
DISCOUNT.



THAT'S
JUST
MEAN.

SORRY.
I'LL SWITCH
TO MORE
OBSERVA-
TIONAL
HUMOR.





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BY

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CEO MEETING

I BROUGHT DILBERT
IN CASE YOU HAVE ANY
TECHNICAL QUESTIONS.

WHAT'S THE
STATUS ON THE
TECHNOLOGY PLAT-
FORM MIGRATION
PROJECT?

BE COMPLETELY
HONEST. WE HAVE
NOTHING TO HIDE.

WELL,
OKAY.

THE PROJECT IS LIKE
A HUNDRED DRUNKEN
CLOWNS WITH BEES
IN THEIR UNDERPANTS.

I EXPECT THE DECLINE
IN MORALE TO LEAD
TO VIOLENCE.

MOST OF US ARE ONLY
PRETENDING TO WORK
WHILE SECRETLY
HOPING THE PROJECT
GETS CANCELED AFTER
YOU GET FIRED BY THE
BOARD.

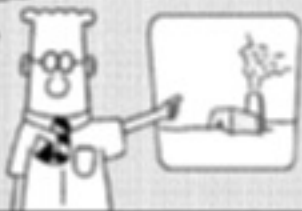
IT TURNS OUT THAT
WE DID HAVE A FEW
THINGS TO HIDE.

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I REACHED AN AGREE-
MENT WITH THE
REBELS SO THEY WON'T
ATTACK OUR FACTORY
IN ELBONIA.



IT'S A STOCK SWAP.
EVERY TIME THEY
COLLECT A RANSOM,
THE VALUE OF OUR
COMPANY WILL
INCREASE.



DOESN'T
THAT
MAKE US
TERROR-
ISTS?

VERY
INDIRECTLY.



I HEARD
YOUR
COMPANY
IS FUNDING
TERRORISTS.

VERY
INDI-
RECTLY.

AND THEY AREN'T THE
BAD KIND OF TERROR-
ISTS. THEY'RE MORE
LIKE REBELS WHO
SOMETIMES DO
TERRORIST THINGS.

HOW DID
THEY
BRAIN-
WASH
YOU SO
FAST?

IRAN
SUPPLIED
THEM WITH
POWER-
POINT.

THE NEW DRESS CODE
IS A THIN FILM OF
OIL.



WE'RE CONSOLIDATING
OFFICES AND WE NEED
TO FIT TWENTY PEOPLE
IN EACH CUBICLE.



THEY'VE PRETTY MUCH
GIVEN UP ON WINNING
ONE OF THOSE AWARDS
FOR BEST PLACES
TO WORK.



MANAGING IS A LOT
EASIER NOW THAT
WE'VE GIVEN UP ON
WINNING ONE OF
THOSE "BEST PLACES
TO WORK" AWARDS.



DO YOU
HAVE A
MINUTE?



NOT
FOR
LOSERS.



THERE WAS A TIME
WHEN I WOULDN'T
HAVE KNOWN HOW
TO HANDLE THAT
SITUATION.



HAPPY BIRTHDAY.
WHAT'S IT FEEL LIKE
TO BE 50?



IT'S GREAT! I'VE
NEVER FELT BETTER
IN MY ENTIRE
LIFE!



SO IT'S SORT OF
A DELUSIONAL
THING?



YES,
LUCKILY.



I NEED THIS
SOFTWARE TO
DO MY JOB.



THE SOFTWARE BUDGET
IS SPENT. JUST SHARE A
COMPUTER WITH SOME-
ONE WHO HAS THIS
SOFTWARE.



WHY DON'T YOU TAKE
YOUR TINY MITTENS
AND A THERMOMETER
TO HELL AND WAIT
FOR A SIGN THAT IT'S
YOUR TURN.





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IS YOUR PLAN
CONSISTENT WITH
OUR CORPORATE
STRATEGY?

HOW WOULD
I KNOW?

DON'T YOU
KNOW OUR
STRATEGY?

NO.
DO
YOU?

OF COURSE I DO.
IT'S SOMETHING
ABOUT LEVERAGING
OUR PLATFORMS.

DOES YOUR PLAN
LEVERAGE OUR
PLATFORMS?

NO, BUT I CAN
REWRITE MY PLAN
SO IT SEEMS AS IF
IT DOES.

GOOD. GO BACK
AND DO THAT.

THERE'S NO
POINT IN HAVING
A STRATEGY IF YOU
AREN'T GOING TO
PRETEND TO FOLLOW
IT.

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THIS WEEK I MAPPED
AND GAPPED THE
REQUIREMENTS TO
CONSOLIDATE EVERY-
THING INTO A
PROGRAM OF WORK...



... TO MAXIMIZE
SYNERGY CAPTURE
AND OPTIMIZE
OUR RESOURCE
UTILIZATION.



IF ANY OF THAT
SOUNDED LIKE
WORK, I'LL DO
SOME MORE OF
IT NEXT WEEK.



CEO VISIT

MY MEETINGS
GO FASTER WHEN
I SET THE TONE.



OPINIONS ARE
TREASON.



DO YOU HAVE
ANY OPINIONS,
DOOFY?



CEO VISIT

IT'S IMPORTANT
THAT YOU HAVE A
PASSION FOR YOUR
JOB.



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FOR EXAMPLE, MY
PASSION INVOLVES
WORKING YOU LIKE
RENTED MULES SO I
CAN AFFORD TO
PURCHASE LUXURY
ITEMS.



I BOUGHT A PING-
PONG TABLE WITH
THE RAISE YOU
DIDN'T GET.



WHAT DOES MY
FOREHEAD SAY?

I KEEP FORGETTING
MY PASSWORD, SO
I WROTE IT ON MY
HEAD.

IS
YOUR
PASS-
WORD
123?

I JUST
SAID I
DON'T
KNOW.

RUN A SIMULATION
OF OUR PRODUCTIVITY
IF WE LOST HALF
OUR WORKFORCE TO A
PANDEMIC.



SHOULD I ASSUME WE
LOSE THE PRODUCTIVE
PEOPLE OR THE PEOPLE
WHO ASK OTHER PEOPLE
TO RUN PANDEMIC
SIMULATIONS?



TRY
BOTH
WAYS.

OKAY.
I'M
DONE.



REMEMBER TO
CHARGE YOUR TIME
TO THE APPROPRIATE
PROJECT CODE.



UNLESS YOUR PROJECT
IS UNFUNDED, IN
WHICH CASE THE TIME
CODES WON'T WORK
AND YOU'LL NEED TO
FALSIFY YOUR TIME
REPORT.



ARE
ANY OF
OUR
PROJECTS
FUNDED?

THIS IS
THE
EMBAR-
RASSING
PART.





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ONE WAY TO SAVE
THE PLANET IS TO
DRIVE A FUEL-
EFFICIENT
CAR.



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ANOTHER WAY IS TO
GIVE BAD CAREER
ADVICE TO SOME
IDIOT SO HE GETS
FIRED AND NO
LONGER COMMUTES.



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YOU
SHOULD
GET A
LICENSE
TO SELL
REAL
ESTATE.

REALLY?



DOGBERT THE GREEN
CONSULTANT

STOP EATING,
BREATHING, DRIVING,
DEFECATING,
AND PROCREATING.



SIT IN THE DARK
AND DECOMPOSE
ON SOME GARDEN
SEEDS.



OR DO
YOU
ADMIT
YOU
HATE
EARTH?

A
LITTLE.



DOGBERT THE GREEN
CONSULTANT

TRY RAMMING YOUR
SUV INTO HYBRID
CARS.



THAT SHOULD STOP
THEM FROM USING
FUEL ALTOGETHER.



YOU CAN'T
SAVE THE
EARTH UNLESS
YOU'RE WILLING
TO MAKE
OTHER PEOPLE
SACRIFICE.



DOGBERT THE GREEN
CONSULTANT

YOUR COWORKERS HAVE
IDENTIFIED YOU AS A
SOURCE OF METHANE.



IF WE CAPTURE THIS
FREE SOURCE OF
ENERGY WE CAN POWER
A SMALL OFFICE
BUILDING.



I GIVE
AND I
GIVE.



ALICE, MAY I ASK
YOU A QUESTION?

ALICE?

ALICE?



GAAA! AM I SO UNIM-
PORTANT YOU FEEL NO
NEED TO ACKNOWLEDGE
MY EXISTENCE? ? ?



AM I
TOTALLY
UNIMPOR-
TANT?



HEY, IT'S
A BUNCH
OF TALKING
CLOTHES!



MY JOB IS
AN ENDLESS SERIES
OF MIND-NUMBINGLY
UNIMPORTANT
TASKS.



MY CENTRAL NERVOUS
SYSTEM IS STARTING
TO ATROPHY.



I'M
KIND
OF
BUSY.

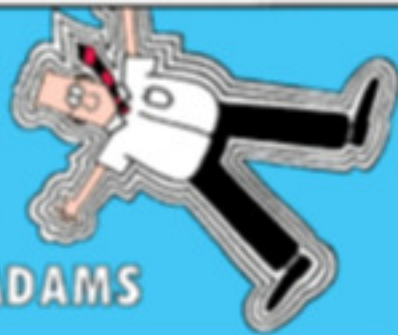


PUNCH ME
IN THE
HEAD SO I
CAN FEEL
SOMETHING.





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I HIRED NANCY
BECAUSE SHE'S HAD SO
MANY PERSONAL
PROBLEMS IN THE PAST
YEAR.



I FIGURE LIGHTNING
CAN'T STRIKE THE
SAME PLACE MORE
THAN TEN OR TWELVE
TIMES IN A ROW.



IT'S
NOT AS
IF SHE
INVITES
PROBLEMS.

I'M IN
LOVE WITH
A MEDICAL
SCHOOL
CADAVER!



NANCY, THE EMPLOYEE
WITH SERIAL PERSONAL
PROBLEMS

I'M IN LOVE WITH
A MEDICAL SCHOOL
CADAVER.



DO YOU EVER THINK
THAT MAYBE YOUR
PERSONAL PROBLEMS
ARE CAUSED BY YOUR
OWN BAD DECISIONS?



HOW'S IT MY FAULT
THAT MY BOYFRIEND
IS ACTING COLD?



NANCY, THE EMPLOYEE
WITH SERIAL PERSONAL
PROBLEMS

THE DOCTORS
SAY I NEED AN
OPERATION.



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THEY THINK MY STEADY
DIET OF LICORICE AND
DIET SODA TURNED MY
SPLEEN INTO A C-4
EXPLOSIVE.



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SO I JOINED
A SUPPORT
GROUP.
HAVE YOU
HEARD OF
AL QAEDA?

GOTTA
GO...



DOGBERT, CAREER
COUNSELOR

DO SOMETHING
YOU LOVE.



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I LOVE NOT
WORKING.



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DO YOU
HAVE ANY
LOVES
THAT
ARE LESS
LOSERISH?



I LOVE
TO WATCH
BOWLING!



DOGBERT, CAREER
COUNSELOR

YOU HAVE NO
MARKETABLE
TALENT.



YOU'RE TOTALLY
UNEMPLOYABLE
AND THAT'S NOT
GOING TO CHANGE.



THE IMPORTANT
THING IS TO
KEEP A POSITIVE
ATTITUDE.



DOGBERT, CAREER
COUNSELOR

WHAT WOULD YOU
LIKE TO DO WITH
YOUR DEGREE IN ...
FLOWER ARRANGING?



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I'D LIKE TO BE
A BILLIONAIRE.



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ARE YOU
WILLING
TO WORK
HARD?



THAT
WOULD
SORT OF
DEFEAT
THE
PURPOSE.





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HUMAN RESOURCES
IS A COMPANY'S MOST
IMPORTANT STRATEGIC
ASSET.



THAT MEANS IT'S
YOUR FAULT WE'RE
LOSING MARKET SHARE.
MAYBE YOU SHOULD
FIRE YOURSELF.



STRATEGIC ASSETS
DON'T LIKE
ACCOUNTABILITY.



I DECIDED TO SEGMENT
THE COMPENSATION OF
DIFFERENT CLASSES OF
EMPLOYEES.



YOU'LL BE IN THE
SEGMENT THAT GETS
PAID THE SAME NO
MATTER WHAT YOU DO.



I CALL YOUR
SEGMENT THE
"RELATIVELY
UNIMPORTANT"
SEGMENT. CATCHY.



MAYBE I
SHOULD
INVITE
SOME FRIENDS
OVER FOR A
BARBECUE.

YOU
DON'T
HAVE ANY
FRIENDS.



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GOOD POINT. MAYBE
I SHOULD MAKE SOME
FRIENDS FIRST.

EXACTLY.



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DO YOU
LIKE
MEAT?



I FINISHED PLANNING
THE ANNUAL EXECUTIVE
GOLF TOURNAMENT.



I PUT ALL OF THE
CIGAR SMOKERS IN
YOUR FOURSOME
IN CASE YOUR GOLF
CART HAS A GAS LEAK.



LUNCH IS BAKED
BEANS AND SAUERKRAUT.
AND I BOUGHT YOU
SOME GOLF BALLS
MADE OF FLINT.



I'M OFF TO THE
EXECUTIVE GOLF
TOURNAMENT.



IT JUST STRUCK ME
HOW MUCH CONTRAST
THERE IS BETWEEN
YOUR JOB AND MINE.

I
GOTTA
GO.



LET ME KNOW IF
ANYTHING ELSE
STRIKES YOU.



A black and white comic strip panel. On the left, Dilbert is wearing a backpack and looking towards a man on the right. The man is wearing a suit and has his arms crossed. A speech bubble from Dilbert says "GIVE ME A SAND WEDGE." The background shows a simple landscape with hills and a fence.

GIVE ME
A SAND
WEDGE.

A black and white comic strip panel. Dilbert is on the left, holding a sandwich and looking surprised. A man in a suit is on the right, looking at Dilbert. The man's speech bubble says "THIS SANDWICH IS ALL I HAVE FOR LUNCH. YOU CAN TAKE MY PRIDE BUT NOT MY SANDWICH!"

THIS SANDWICH IS
ALL I HAVE FOR LUNCH.
YOU CAN TAKE MY PRIDE
BUT NOT MY SANDWICH!

A black and white comic strip panel. Dilbert is on the left, looking through binoculars. A man in a suit is on the right, looking at Dilbert. The man's speech bubble says "I THINK I'M LOSING THE PSYCHOLOGICAL ADVANTAGE WITH MY FOURSOME." There are sound effects "HUU- HUU!!" near the man.

I THINK I'M LOSING
THE PSYCHOLOGICAL
ADVANTAGE WITH
MY FOURSOME.

HUU-
HUU!!



DILBERT®



BY

SCOTT ADAMS

YOU SHOULD HIRE
ME AS YOUR
MANAGEMENT
CONSULTANT.

WE'RE A MANAGEMENT
CONSULTING FIRM. WE
DON'T NEED A MAN-
AGEMENT CONSULTANT
TO CONSULT US.

ARE YOU SAYING
THAT MANAGEMENT
CONSULTING IS
WORTHLESS?

NO, I'M SAYING
WE ALREADY KNOW
EVERYTHING ABOUT
MANAGEMENT
CONSULTING.

HOW CAN YOU BE
SO SURE I CAN'T
HELP YOU WHEN YOU
DON'T KNOW WHAT
MY ADVICE WILL
BE?

OKAY, YOU'RE
HIRED. WHAT'S
YOUR ADVICE?

BEATS ME. I'LL
HAVE TO ASK MY
MANAGEMENT
CONSULTANT.

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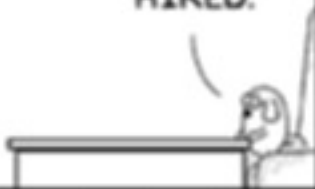
TED, I'M GOING TO
ELIMINATE YOUR
FUNCTION AND
OUTSOURCE IT TO
THE DOGBERT OUT-
SOURCING COMPANY.



I NEED
A JOB.



YOU'RE
HIRED.



I'M
BAA-ACK!



DOES ANYONE HERE
HAVE ANY KNOWLEDGE
OR ANY AUTHORITY
TO MAKE DECISIONS?



I'M ONLY HERE
TO LISTEN AND
MISINTERPRET.



LET'S TRY
TO BUILD
ON THAT.



CAROL, SET UP A
DINNER FOR ALL
KEY EMPLOYEES.

WHICH
ONES ARE
KEY?

THAT WOULD
BE EVERYONE
EXCEPT UM...
YOU.

I CURSE
YOUR
DINNER!

I'LL BRING
YOU SOME
MINTS...
IF THEY
HAVE
EXTRAS.

YOU'RE NOT ALLOWED
TO HAVE INTERNAL
PHONE LISTS ON YOUR
WALL.



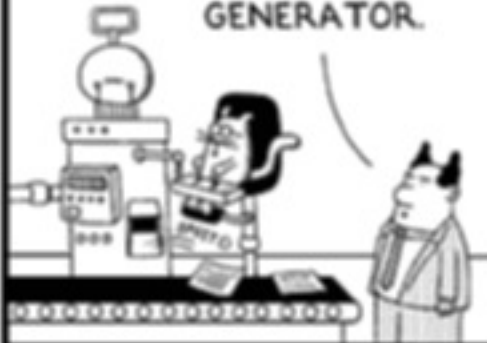
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THERE ARE EXCELLENT
REASONS FOR THIS
POLICY, AND I HOPE
TO SOMEDAY KNOW
WHAT THEY ARE.



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THEY'RE GETTING
SUSPICIOUS ABOUT
THE RANDOM POLICY
GENERATOR.



CATBERT, EVIL DIRECTOR
OF HUMAN RESOURCES

OUR NEW POLICY IS
NO DRINKING
COFFEE DURING
WORK.



THAT SHOULD REMOVE
ALL DOUBT THAT OUR
POLICIES ARE DESIGNED
FOR ANY REASON
OTHER THAN
EVIL.



YOUR HONESTY
IS REFRESHING.

STOP
RUINING
THE
MOMENT!!!





DILBERT®



BY
SCOTT ADAMS

NO OFFENSE, BUT
YOU'RE TOTALLY
UNQUALIFIED FOR
THIS POSITION.

THAT'S OKAY. I
ALREADY HAVE
A JOB.

I JUST NEED A JOB
OFFER AT A HIGHER
SALARY SO I CAN
USE IT TO NEGOTIATE
FOR A RAISE.

MY BOSS IS AN
IRRATIONAL DIPWAD
WHO IS EASILY
MANIPULATED BY
BOGUS COMPARISONS
AND THE ILLUSION
OF SCARCITY.

YOUR OFFER WILL
MAKE HIM THINK MY
VALUE IS MUCH HIGHER
THAN IT ACTUALLY IS.

GREAT. NOW THAT I
KNOW I CAN'T HAVE
YOU, I DESPERATELY
WANT TO HIRE YOU.

MY MIND IS ALREADY
FORMING RATIONAL-
IZATIONS FOR YOUR
TOTAL LACK OF
QUALIFICATIONS!

HOW
DO
YOU
TURN
THIS
OFF?!!

I'LL TELL
YOU AFTER
YOU WRITE
THE OFFER.

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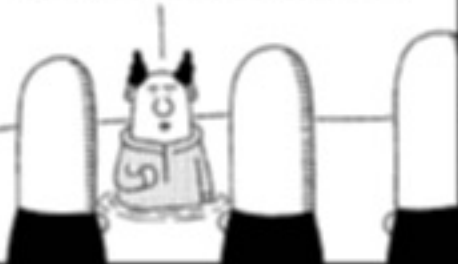
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I'LL BE MANAGING THE
ELBONIAN BRANCH
OFFICE BUT I'LL BE
BASED IN MY OWN
COUNTRY.



I'LL NEVER SEE YOU
IN PERSON BUT I
WANT YOU ALL TO
WORK LONG HOURS
AND WEAR DOCKERS.



WHAT
IS HE
DOING?

SOMETIMES
WE USE MUD
TO MUFFLE
LAUGHTER.



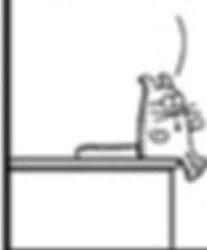
MY ELBONIAN
DIVISION WON'T
DO ANY WORK UNLESS
SOMEONE IS WATCHING
THEM EVERY MINUTE.



TELL THEM YOU
HAVE HIDDEN
CAMERAS.



THEN
RANDOMLY
FIRE ONE
ELBONIAN
PER WEEK.



HEE-HEE!
EVIL
MAKES MY
BUTTOCKS
TINGLE.



I'D LIKE YOUR INPUT
ON THE IDEA OF HIRING
A COORDINATOR FOR
OUR PROJECTS.



TERRIBLE
IDEA.

WASTE
OF
MONEY.

WOULDN'T
HELP.



HE STARTS
MONDAY.



EMPLOYEE ORIENTATION

THIS JOB WILL LEAVE
YOU WITH NO TIME
FOR EXERCISE.



YOU WILL WORK LONG
HOURS AND CONSUME
TRANS FATS UNTIL
YOU ARE SHAPED
LIKE THIS.



ON A POSITIVE NOTE,
OUR PAYROLL DEDUC-
TION SERVICE ALLOWS
YOU TO SAVE MONEY FOR
DIRT TO TURN YOUR
CUBICLE INTO A BURIAL
SITE.



I'M PROMOTING
YOU FROM SENIOR
ENGINEER TO LEAD
ENGINEER.



THE PAY IS THE SAME
BUT PEOPLE WILL
DISRESPECT YOU
LESS.



INCLUDING
YOU?



IT'S
NOT
MAGIC.



I GOT
PROMOTED
TO LEAD
ENGINEER.



ME
TOO.



WOW.
BUZZ
KILL.



RIGHT
BACK
AT YOU.



IF YOU THINK
ABOUT IT, ALL
MOTIVATION
IS TEMPORARY.





DILBERT®



BY

SCOTT ADAMS

OUR POINTY-HAIRED BOSS IS INSISTING WE USE OLD TECHNOLOGY BECAUSE HE THINKS IT WILL BE EASIER TO GET IT FUNDED.

YOU SHOULD RAISE THAT ISSUE AT THE MEETING.

WE'LL BACK YOU UP.

ABSOLUTELY.

ARE THERE ANY ISSUES?

YOU'RE MAKING US USE OLD TECHNOLOGY JUST TO MAKE YOUR JOB EASIER.

DOES ANYONE ELSE THINK THAT?

NO.

NO.

NO.

THE OLD TECHNOLOGY WORKS FINE.

NEW TECHNOLOGY IS TOO BUGGY.

WHAT WAS THAT?!!

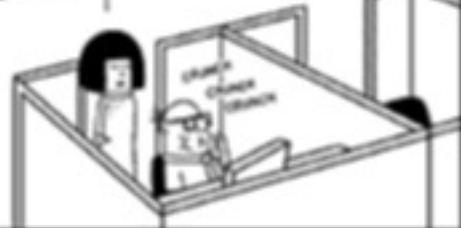
IT'S JUST SOMETHING WE DO.

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YOUR SNACKS
ARE TOO LOUD.



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ONLY INCONSIDERATE
JERKS EAT CRUNCHY
FOOD IN CUBICLES.



MAYBE YOU SHOULD
TRY TO MAKE ME
LOVE YOU MORE THAN
I LOVE SALT.



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I ASKED WALLY TO
STOP EATING NOISY
SNACKS IN HIS
CUBICLE BUT HE
REFUSES.



THAT'S BECAUSE HE
LIKES SALT MORE
THAN HE LIKES YOU.
WE ALL FEEL THE
SAME WAY.



WHAT?



YOU'RE
SOMEWHERE
BETWEEN
OATMEAL
AND KELP.



I CAN'T STOP
PUNCHING PEOPLE
WHO DESERVE
TO BE PUNCHED.



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FOR EXAMPLE,
YOUR HIGH
RATES AND
RIDICULOUS
COMBOVER MAKE
ME WANT TO
PUNCH YOUR
FACE IN.



BUT YOU
WON'T,
RIGHT?

LET'S SEE
WHAT HAPPENS
WHEN I REGAIN
THE ELEMENT
OF SURPRISE.



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ALL OF YOUR E-MAILS
THIS WEEK WERE
MARKED AS HIGHEST
PRIORITY.



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SO I SPENT THE
ENTIRE WEEK
WORKING ON THE
FIRST ONE.



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NEXT WEEK I PLAN
TO CONTINUE NOT
FEEDING THE
SQUIRRELS BY THE
EAST ENTRANCE.



I HIRED THE DOGBERT
MOVING COMPANY
TO HANDLE YOUR
RELOCATION.



IT SAVES US
MONEY BECAUSE
THEY ONLY SEND
ONE HUGE GUY.



AFTER YOU LOAD YOUR
COUCH ON THE TRUCK,
MAKE ME ANOTHER
SANDWICH OR, AGAIN,
I'LL KILL YOU.



YOU ELIMINATED THE BUDGET FOR AUTOMATED TEST SOFTWARE. HOW ARE WE GOING TO TEST OUR NEW CODE?



GO WRITE SOME AUTOMATED TEST SOFTWARE, YOU BIG BABY. I ALREADY PAY YOU, SO IT'S FREE.



TODAY I LEARNED YOU CAN END ANY CONVERSATION BY CALLING THE OTHER PERSON A BIG BABY.



WAA-WAA!
DO YOU WANT YOUR BOTTLE?





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BY
SCOTT ADAMS



I CAN'T DEVELOP AN
AUTOMATED TESTING
SYSTEM BY THE
ARBITRARY DEADLINE
YOU SET.



TRY WORKING SMARTER,
NOT HARDER, WITH A
SENSE OF URGENCY, AND
A BIAS FOR ACTION.



OR MAYBE
YOU COULD
DO SOME-
THING
DIFFER-
ENTLY.



I'M NOT
THE ONE
WHO CAN'T
GET HIS
WORK DONE.



THERE ARE TWO
KINDS OF
MANAGEMENT
PROBLEMS.



THERE'S THE KIND
YOU CAN SOLVE BY
YELLING AND THE
KIND YOU CAN SOLVE
BY BUYING SOME
SORT OF SOFTWARE.



THAT'S WHY I
CREATED "SOME
SORT OF SOFTWARE
THAT YELLS."



WALLY, I BOUGHT
DOGBERT'S MANAGE-
MENT SOFTWARE TO
YELL AT YOU SO I
DON'T HAVE TO.



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I RECOMMEND
TRACK 3, TITLED
"YOU'RE MY LEAST
VALUABLE ASSET."



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WHO WANTS TO BUY
DOGBERT'S NOISE
CANCELLATION HEAD-
PHONES FOR BAD
EMPLOYEES?



I NEED
YOU LESS
THAN MY
MOUSEPAD.

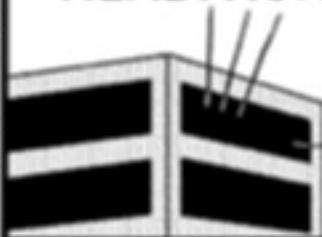
ARE YOU WEARING
NOISE CANCELLATION
HEADPHONES?

WHAT?



I SAID, ARE YOU
WEARING NOISE
CANCELLATION
HEADPHONES?!

WHAT?



THIS
WON'T
END
WELL.

I
SAID...



FROM NOW ON, I WANT
YOU TO USE OPEN SOURCE
SOFTWARE FOR EVERY-
THING WE DO. IT'S
FREE.

I'LL BE
RIGHT
BACK.

IT'S AN EMERGENCY.
I THINK HE'S BEEN
READING.

WE KNOW YOU HAVE A
TRADE PUBLICATION
IN HERE. HAND IT OVER
AND NO ONE HAS TO
GET HURT.

I NARROWED DOWN
THE OPTIONS TO AN
ALTERNATIVE THAT
COSTS TOO MUCH AND
ANOTHER THAT WON'T
WORK.



I DIDN'T DO ANY
RESEARCH. IT'S MORE
OF AN EXPERIENCE
SORT OF THING.



NEXT WEEK I PLAN
TO THINK ABOUT THE
OPTION OF USING
TECHNOLOGY THAT
ISN'T YET AVAILABLE.





DILBERT®



BY
SCOTT ADAMS



DID YOU GET THE
NOTE I LEFT ON YOUR
MONITOR?

YES



DID YOU GET MY
VOICEMAIL?

DID YOU GET
MY E-MAIL?



YES

YES

SHOULD I
TELL YOU
WHAT THE
NOTE AND
VOICEMAIL
AND E-MAIL
SAID?



THERE'S
SOME-
THING
WRONG
WITH
YOU.

I'VE DECIDED
TO MANAGE BY
SPREADSHEET.



I'LL TRACK THINGS
UNTIL ALL OF OUR
PROBLEMS FIX
THEMSELVES.



YOUR
OPTIMISM
IS CUTE.

THANKS.
YOU'RE
PRETTY
FUZZY
YOURSELF.



ASOK, ACCORDING TO
MY SPREADSHEET, YOU
HAVE BEEN DOING A
TERRIBLE JOB.



PERHAPS YOUR SPREAD-
SHEET IS POORLY
CONCEIVED AND DOES
NOT CAPTURE THE
COMPLEXITY OF THE
REAL WORLD.



AND LET'S NOT FORGET
THE NEAR CERTAINTY
THAT YOUR FORMULAE
ARE POINTING TO THE
WRONG CELLS.



CANCEL ALL OF MY MEETINGS. I'M GOING TO MANAGE BY MAKING SPREADSHEETS AND SENDING E-MAILS.



WITH ANY LUCK, I'LL NEVER AGAIN NEED TO SPEAK WITH UNIMPORTANT SUBORDINATES SUCH AS YOURSELF.



C23 IS IN A BAD MOOD TODAY.



I'M WEARING MY TALL
PANTS AND MY OLD-
FASHIONED HAIRPIECE
BECAUSE I'M RUNNING
FOR PRESIDENT.



I PUT A GLOVE ON MY
TAIL SO I CAN SHAKE
50% MORE HANDS.



MY POLICY IS TO GIVE
ALL THE MONEY IN THE
TREASURY TO IOWANS.
BUT I MIGHT FLIP-
FLOP AFTER THE FIRST
PRIMARY.



DOGBERT FOR PRESIDENT

VOTE FOR ME OR THE
TERRORISTS WILL USE
YOUR SKULLS FOR
SALAD BOWLS.



I PROMISE TO TAKE
MONEY FROM THE
PEOPLE WHO DON'T
VOTE FOR ME AND
GIVE IT TO THE
PEOPLE WHO DO.



POLLUTION
HAS
VITAMINS!

I LIKE
HOW HE
MAKES
ME FEEL.





DILBERT®

BY

SCOTT ADAMS



IF YOU ARE ELECTED
PRESIDENT, WHAT
WILL YOU DO IN THE
FIRST HUNDRED DAYS?



I FIGURE IT WILL
TAKE ME AT LEAST
THAT LONG TO CARVE
MY NAME IN ALL THE
FURNITURE.



THEN IT WOULD BE
TIME TO WIPE THAT
SMUG SMILE OFF OF
SWITZERLAND'S FACE.



RATBERT, I WANT
YOU TO BE MY VICE
PRESIDENTIAL
RUNNING MATE.



YOUR JOB IS TO BE
SO UNPOPULAR THAT
NO ONE WILL WANT
TO ASSASSINATE ME.

I CAN
DO THAT!



SERIOUSLY.
STOP CAMPAIGNING
ON MY SHOE.



CAROL, SET UP A MEETING WITH THE TECHNOLOGY REVIEW BOARD TO DECIDE HOW WE'LL DECIDE ON NEW TECHNOLOGIES.



DO YOU ALSO NEED A MEETING TO DECIDE HOW YOU WILL PUT TOGETHER A MEETING TO DECIDE HOW TO DECIDE THINGS?



MAYBE I SHOULD GET SOME PEOPLE TOGETHER TO HELP YOU ANSWER THAT QUESTION.



MAYBE.

I DIDN'T UNDERSTAND
ANYTHING YOU JUST
SAID. GO AWAY.



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OUR CEO DOESN'T
LIKE YOUR IDEA. HE
DIDN'T SAY WHY.



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DO YOU EVER FEEL LIKE
YOU'RE WALLPAPERING
FOG?

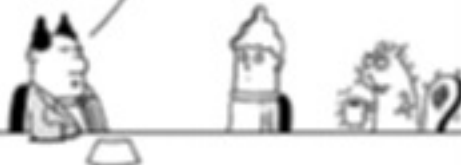
I DON'T
GET THAT
INVESTED.



CAROL, I GIVE YOU
FAR TOO MUCH WORK.
THERE'S ONLY ONE
SOLUTION.



I HIRED A COFFEE
SWILLING BEAVER
TO SHOW YOU HOW
TO WORK FASTER.



WHEN I WATCH
YOU, IT'S AS IF
TIME STANDS
STILL.



COFFEE SWILLING BEAVER

IF A TREE FALLS
IN THE FOREST,
AND NO ONE
HEARS IT...



I'D STILL CHEW THE
BEJEEZUS OUT OF IT
BECAUSE I HAVE NO
IMPULSE CONTROL.



THAT REMINDS
ME: THE PENCIL I
BORROWED FROM
YOU ISN'T COMING
BACK.





DILBERT®



BY
SCOTT ADAMS



ALICE, YOU HAVE
THE HIGHEST SALARY
IN THE DEPARTMENT.
BUT DON'T TELL
ANYONE WHAT IT IS.



DILBERT, YOU HAVE
THE HIGHEST SALARY
IN THE DEPARTMENT.
BUT DON'T TELL
ANYONE WHAT IT IS.



I CAN'T
BELIEVE
I NEVER
THOUGHT
OF THAT
BEFORE.



YEAH,
ESPECIALLY
SINCE YOU'RE
THE HIGHEST
PAID
MANAGER.



THEN I FOUND
OUT THERE ARE TWO
KINDS OF FACE-LIFTS.



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I ACCIDENTALLY CHECKED
THE BOX FOR THE KIND
THAT LETS YOU SEE
OVER THE TOP OF YOUR
CUBICLE.



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SO I TRY TO DRINK
MORE, BUT THAT
ISN'T WORKING OUT
EITHER.



STOCKHOLDER MEETING

DO WE HAVE
ANY QUESTIONS
FROM GADFLIES?



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YOU EARNED 72 MILLION DOLLARS WHILE OUR STOCK PRICE DROPPED NINE PERCENT. HOW CAN YOU SLEEP AT NIGHT?



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WHEN I WAS A BOY,
I DREAMED OF ONE
DAY WORKING IN A
FABRIC-COVERED BOX.



I'M LIVING PROOF
THAT DREAMS CAN
COME TRUE.



WOMEN DON'T
LIKE WINNERS
EITHER.



AS YOU REQUESTED, I
SORTED THE FUTURE
PRODUCT FEATURES INTO
THREE PRIORITIES.



LET ME KNOW WHICH
GROUP I SHOULD STOP
WORKING ON.

ESSENTIAL
CRITICAL
MUST-HAVE



THIS IS THE PART
WHERE YOU PRETEND
TO ADD VALUE.



WE HAVE TOO MUCH
GOODWILL ON THE
BALANCE SHEET. I
DECIDED TO SELL
SOME OF IT.



A MYSTERIOUS BUYER
OFFERED A MILLION
DOLLARS FOR THE RIGHT
TO DECREASE OUR
GOODWILL.



YOU MIGHT HAVE
A BIT LESS JOB
SATISFACTION
NEXT WEEK.





DILBERT®



BY

SCOTT ADAMS

I CAN'T GIVE YOU
A RAISE BECAUSE
YOU ASK ME TOO
MANY QUESTIONS.

THAT'S A SIGN
THAT YOU CAN'T
DO YOUR JOB.

I ANTICIPATED
YOUR MISPERCEPTION
AND PREPARED FOR IT.

I SAVED ALL OF MY
E-MAILS AND MATCHED
THEM TO YOUR POLICIES
AND PROCEDURES.

FOR EXAMPLE, THIS
IS YOUR E-MAIL
SAYING WE NEED YOUR
PERMISSION TO BUY
SOFTWARE.

AND HERE'S MY E-MAIL
ASKING IF I CAN BUY
SOME SOFTWARE.

SHOULD I RUN THROUGH
THE OTHER SEVEN
HUNDRED DOCUMENTED
EXAMPLES?

THERE YOU GO
ASKING ANOTHER
QUESTION.

E-mail: SCOTT@SCOTTADAMS.COM

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NOW THAT I HAVE
PURCHASED YOUR
COMPANY'S GOOD-
WILL, I PLAN TO
MAKE SOME CHANGES.



I REDESIGNED
YOUR HEADQUARTERS
BUILDING.



WHAT'S THIS PART
THAT LOOKS LIKE
A HORSE'S RUMP?

THAT'S THE
ENTRANCE
TO THE
EXECUTIVE
SUITE.



WE FINANCED OUR
EXPANSION BY
SELLING THE GOOD-
WILL ON OUR BALANCE
SHEET TO A WEALTHY
INVESTOR.



I MADE A LIST OF
THE CUSTOMERS
THAT I WANT YOUR
PRODUCTS TO INJURE.



YOUR
LAWYER
DID A
BAD JOB
ON THE
CONTRACT.

HIS NAME
IS ON
YOUR LIST.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

SOME OF YOU HAVE
BEEN THINKING
ABOUT HAPPY THINGS
WHEN YOU SHOULD
BE WORKING.



THESE SENSORS WILL
ALERT MANAGEMENT
ANY TIME THE PLEASURE
AREAS OF YOUR BRAIN
HAVE MORE BLOOD FLOW.



I WAS
HAPPIER
NOT
KNOWING.



ACCORDING TO OUR
EMPLOYEE BRAIN
MONITOR, YOU HAVE
NOT BEEN THINKING
ABOUT WORK.



ALL OF YOUR BRAIN
ACTIVITY IS IN THE
ZONES THAT CONTROL
LOVE OF COFFEE,
DIGESTIVE FUNCTIONS
AND... UH-OH.



I'M
BLIND!!!



OH,
THAT
ONE.

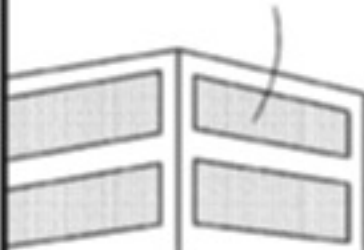
TED, I HAVE TO
LET YOU GO, BUT
THERE'S A GOOD
REASON.



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THERE'S NO MONEY
TO PAY YOUR SALARY
BECAUSE I MADE A
TYPO IN MY BUDGET
REQUEST.



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UNTIL THEN, I WAS
TOTALLY PLANNING
TO REWARD YOUR
HARD WORK.



I MADE A TYPO IN
MY ANNUAL BUDGET
REQUEST, BUT DON'T
WORRY.



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THERE ARE ONLY
TWO THINGS YOU
CAN'T BUY FOR THE
TEST LAB THIS
YEAR.



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HARDWARE
AND
SOFTWARE.





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BY

SCOTT ADAMS

OUR CEO'S SON IS JOINING THE DEPARTMENT AS AN INTERN.



I WANT YOU TO BE HIS MENTOR.



AND BY MENTOR, I MEAN DON'T LET THE LITTLE SPY LEARN ANYTHING ABOUT US.



IF HE FINDS OUT WHAT WE DO, HE'LL TELL HIS DAD WE'RE DOING IT WRONG.



HERE'S A LIST OF COMPLIMENTS YOU CAN GIVE HIM.



TELL HIM HIS ASSIGNMENT IS TO GO SOMEPLACE AND STUDY COOL MOTOR-CYCLES.



IF HE ASKS MORE THAN THREE QUESTIONS, KILL HIM.



WHERE'S MY DESK?



THAT'S ONE.



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I HIRED ALL OF YOU
BECAUSE THE PROJECT
WILL TAKE 300 MAN
DAYS TO COMPLETE.



THERE ARE 300 OF YOU,
SO I WANT YOU TO
FINISH BY FIVE O'CLOCK
AND CLEAN OUT YOUR
DESKS. YOU'RE ALL
FIRED.



IF IT TAKES MORE
THAN ONE MEETING
TO MANAGE A PROJECT,
I LOSE INTEREST.



I FINISHED ALL OF
MY WORK, AND NOW
I'M AVAILABLE FOR
ANOTHER HIGH PROFILE
ASSIGNMENT.



CREATE A DOCUMENT
AND ROUTE IT AROUND
FOR APPROVAL.



ON
WHAT
TOPIC?



HOW TO
KEEP AN
INTERN
BUSY.



WHICH WAY
IS THE
MICROWAVE?



THANKS.



IT'S GETTING HARDER
TO BE OPEN-MINDED.



CARL, I HAVE
TO FIRE YOU.



YOU'RE TOTALLY
INCOMPETENT AT
EVERYTHING YOU DO.



BEFORE YOU GO, I'D
LIKE YOU TO TEACH
DILBERT HOW TO DO
YOUR JOB.



ALTHOUGH I'VE BEEN FIRED FOR GROSS INCOMPETENCE, I'M PROFESSIONAL ENOUGH TO TRAIN YOU BEFORE I LEAVE.



DON'T BOTHER. I ALREADY CODED A JAVA APP TO DO EVERYTHING YOU DO.



EVERY-
THING?



EXCEPT FOR THE INCOM-
PETENT
PARTS.



EVERYONE SAYS YOUR
NEW CIRCUIT DESIGN IS
WORSE THAN THE OLD
ONE.



BY "EVERYONE," DO
YOU MEAN YOU HEARD
IT FROM ONE PERSON
WHO DOESN'T LIKE ME,
AND ISN'T FAMILIAR
WITH EITHER DESIGN?



I ALSO SPOKE TO THE
PEOPLE WHO HEARD IT
FROM THAT ONE
PERSON.





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BY

SCOTT ADAMS

I DIDN'T HAVE TIME TO FINISH MY TASKS FOR THIS MEETING.

NO PROBLEM.

IF YOU GET CORNERED, READ THIS POWERFUL ANTI-MEETING SPELL.

ASOK, DID YOU FINISH THE TRAFFIC ESTIMATES?

UM... I WAS WONDERING IF OUR NEW SERVICE IS WEB 2.0 OR WEB 1.0.

OBSOLETELY IT'S A WEB 2.0 APPLICATION BECAUSE OF THE TAG-BASED FOLKSONOMIES

NO IT ISN'T. ALL OF OUR TECHNOLOGY EXISTED BEFORE THE INTERNET BUBBLE.

"WHEN" DOESN'T MATTER. IT ONLY MATTERS THAT WE USE THE WEB AS A PLATFORM!

EVERYTHING IS A PLATFORM!

FREAKY.

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I'LL NEED MORE THAN
TALL PANTS AND
TRADITIONAL LOOKING
HAIR TO GET ELECTED
PRESIDENT.



I'M HOPING TO FORM
AN UNHOLY ALLIANCE
WITH THE MILITARY
INDUSTRIAL COMPLEX.



YOU'RE
WILLING
TO
ATTACK
ALLIES?

IT'S THE
HIGHEST
R.O.I.



ALICE, SEE ME AT
THE END OF BUSINESS
TODAY.



OHMYGOD, OHMYGOD,
WHAT CORPSE FLOATED
UP FROM THE OCEAN
FLOOR? I CAN'T WAIT
SEVEN HOURS. GAH!



SEVEN HOURS LATER

WHAT?!
WHAT?!
WHAT?!

CAN YOU
COME BACK
TOMORROW?



PEOPLE ARE COMPLAIN-
ING ABOUT HOW YOU
USE YOUR SECURITY
CARD.



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WE'D APPRECIATE IT
IF YOU DIDN'T KEEP IT
IN YOUR FRONT POCKET
AND THRUST IT AT
THE DOOR SENSOR.



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I DIDN'T KNOW
THE SECURITY CARD
WAS WHY THE DOOR
OPENED.



WE CAN'T
COMPETE
ON PRICE.



WE ALSO CAN'T
COMPETE ON QUALITY,
FEATURES OR SERVICE.



THAT LEAVES FRAUD,
WHICH I'D LIKE YOU
TO CALL MARKETING.



OUR NEW VP OF
MARKETING PROMISES
TO IMPROVE OUR
REVENUES BY TEN
BILLION PERCENT!



THAT IS A RIDICULOUS
LIE THAT ONLY A
GULLIBLE MORON WOULD
BELIEVE.



OH YEAH? HOW DO YOU
EXPLAIN THE FACT
THAT HE BELIEVED IT?

TOUCHÉ



DOGBERT, THE VP OF
MARKETING

IT'S MY JOB
TO SPRAYPAINT
THE ROADKILL.



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I'LL USE A PROCESS
THE EXPERTS CALL
"DISHONESTY."



MY MOTTO IS "IF
IT ISN'T IMMORAL,
IT PROBABLY WON'T
WORK."





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YOU DIDN'T MAKE ANY OF THE CONTRACT CHANGES WE AGREED ON LAST MONTH.

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THAT'S HOW I NEGOTIATE.

I'M NOT AUTHORIZED TO MAKE ANY CHANGES TO THE CONTRACT.

AND THE EXECUTIVES WHO HAVE THAT POWER WILL THINK I'M NOT DOING MY JOB IF I ASK THEM TO DO IT.

SO I AGREE TO EVERYTHING YOU ASK, THEN I DON'T PUT ANY OF IT IN THE CONTRACT.

OVER THE COURSE OF SEVERAL MONTHS, I HOPE TO WEAR YOU DOWN AND MAKE YOU SIGN THE CONTRACT AS IS.

CAN YOU AT LEAST CHANGE SECTION THREE THE WAY I ASKED?

SURE. NO PROBLEM.

I'LL SEE YOU IN A MONTH.

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DOGBERT, THE VP OF
MARKETING

DESCRIBE YOUR
PRODUCT IN TECHNICAL
TERMS AND I'LL TURN IT
INTO MARKETING
LANGUAGE.



WELL, IT
TENDS TO
OVER-
HEAT.

"HOTTEST
PRODUCT
ON THE
MARKET!"



ALL THE
PARTS ARE
KNOWN
CARCINOGENS.

"MAKES YOU
APPRECIATE
LIFE!"



DOGBERT, VP OF
MARKETING

AS HEAD OF PUBLIC
RELATIONS, IT WILL
BE MY JOB TO EXPLAIN
YOUR MARKETING
CLAIMS.

SO?

YOU CLAIM OUR
PRODUCT CAN TURN
TAP WATER INTO
UNLEADED GASOLINE
AND REANIMATE
THE DEAD.

ARE YOU ASKING ME
TO DO A LOUSY JOB
OF MARKETING JUST
SO YOUR JOB IS
EASIER?

UM...

ALICE, DID YOU HEAR
I'M GETTING A CUBICLE
BY THE WINDOW?



ALTHOUGH I WOULDN'T
WANT THAT CUBICLE
BECAUSE OF THE GLARE,
THE FACT THAT YOU
WANT IT MAKES ME
HATE YOU FOR GETTING
IT.



WE'RE
LIKE A
FAMILY
HERE.



I HOPE IT
COLLAPSES
ON YOUR
HEAD!



I SAW A FASCINATING
DOCUMENTARY ABOUT
BUGS.



IN OTHER WORDS,
YOU LIKE BUGS MORE
THAN YOU LIKE ME.



YES, BUT I DIDN'T
REALIZE IT UNTIL
JUST NOW.



WALLY, DID YOU
GET THOSE COST
ESTIMATES I ASKED
FOR LAST WEEK?



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NO, I NEED
CONSTANT
SUPERVISION.



CAN
YOU
DO IT
NOW?

DO YOU
HAVE TIME
TO WATCH?



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CAROL, DID YOU
UPDATE THE ORG
CHART YET?



NO. I KEPT WAITING
FOR IT TO BECOME MORE
IMPORTANT THAN MY
PERSONAL PROBLEMS,
BUT IT JUST NEVER
HAPPENED.



HOW
ABOUT
RIGHT
NOW?



OUCH! I
THINK
THAT'S MY
APPENDIX!





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BY

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I CHANGED THE
PRODUCT DESIGN.



IT'S WORSE THAN
THE OLD DESIGN.



YOU ASKED ME TO
COME UP WITH A
NEW DESIGN.



I MEANT A NEW
DESIGN THAT'S
BETTER THAN THE
OLD DESIGN.



GREAT. YOU COULD
HAVE TOLD ME THAT
BEFORE I DID ALL OF
THIS WORK.



HOW DO YOU THINK
THIS MAKES ME FEEL?



NO ONE WOULD BLAME
ME FOR HATING YOU.



I'M THE ONLY
SANE PERSON IN
THIS COMPANY.



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DOGBERT FOR PRESIDENT

AS PRESIDENT, I
WILL NOT MAKE
DECISIONS BASED
ON POLLS.



IN FACT, I WON'T
GIVE YOU A SINGLE
THING THAT YOU
WANT. THAT'S CALLED
LEADERSHIP.



I'LL NEVER
UNDERSTAND
WHY THAT
WORKS.



YAY!
CLAP!
CLAP!
CLAP!
CLAP!
CLAP!

DONATE TO MY
CAMPAIGN, AND
I'LL LET YOU DRILL
FOR OIL IN MY
OPPONENT'S LAWN.



AND I'LL APPOINT YOU
TO RUN THE BUREAU OF
ALCOHOL, TOBACCO AND
FIREARMS.



IS THAT
AS FUN
AS IT
SOUNDS?

NOT
FOR YOUR
NEIGHBORS.



TODAY I COMPLETED MY
HIGH PRIORITY TASKS
AND LAUNCHED THEM
INTO THE MIASMA.



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THERE THEY WILL
ROT FROM NEGLECT
WHILE I DRAW CLOSER
TO THE ABYSS OF
ETERNAL NOTHINGNESS.



I HAVE AN IDEA: LET'S
NEVER TALK ABOUT
YOU.



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IT'S TIME FOR
SOME GENERIC
MANAGEMENT.



DID YOU TALK TO
WHAT'S-HIS-NAME
ABOUT THE THING?



UM...
YES.



THERE SHOULD BE
SOME SORT OF AWARD
FOR AVOIDING
MINUTIAE.



WALLY, IT'S TEN
O'CLOCK. YOU'RE
SUPPOSED TO START
AT EIGHT.



THAT'S BECAUSE I
PLAN TO WORK FOR
TWO UNVERIFIABLE
HOURS AFTER YOU
LEAVE TONIGHT.



MY ALLEGED
LOYALTY TO THIS
COMPANY IS SECOND
TO NONE.



WALLY, YOUR CHOICE OF
WORDS LEADS US TO
THINK YOU ARE ONLY
PRETENDING TO BE
LOYAL TO THE COMPANY.



SORRY. I'LL TRY TO
APPEAR MORE LOYAL
IN THE FUTURE.



YOU
DID IT
AGAIN.



DON'T BE
SILLY. I
COULDN'T
BE MORE
LOYAL.





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WHY DID IT TAKE
SIX MONTHS TO
COMPLETE THIS
SIMPLE TASK?



BECAUSE OF YOUR
CONTINUOUS CHANGES,
YOUR UNCLEAR
COMMUNICATION,
AND YOUR SHORT
WORK DAYS.



I'M LOOKING FOR
SOMETHING MORE
ALONG THE LINES OF
YOU BEING LAZY.



I HIRED A
SADIST.

WHY?

I'LL BE USING HER
TO THIN THE HERD.

HERD?

THAT
ONE
LOOKS
SLOW.

THEY ALL
LOOK LIKE
THAT.

THE SADIST VS. WALLY

YOU ARE
WORTHLESS AND
OVERPAID!



THANK
YOU.



HE'S
IMMUNE
TO MY
SADISM.

SO, WHAT'S
IT LIKE
BEING
UNDERPAID?



REMEMBER
TO USE
ALL OF YOUR
VACATION
TIME BEFORE
YEAR END.

I'M OFF
NEXT
WEEK.

WHAT! I CURSE YOU
FOR TAKING TIME
OFF WHEN WE HAVE
SO MUCH WORK TO
DO! **DIE, DIE, DIE!!!**

ANYWAY, THE POINT
IS THAT VACATIONS
HELP RELIEVE YOUR
STRESS.

I QUADRUPLED
MY WORKLOAD TO
FINISH PROJECTS
BEFORE I GO ON
VACATION.



I'M GOING HOME EARLY
TO WATCH BATTLESTAR
GALACTICA ON MY
DVR.



I MIGHT
EAT A
NICE
SAND-
WICH!



MUST...
NOT...
ENVY...
THE VACA-
TIONLESS.



DID YOU LOOK AT
MY POWERPOINT
PRESENTATION?

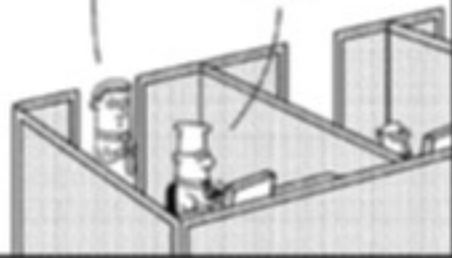


YES, IT'S A CONFUSED
JUMBLE OF USELESS
INFORMATION WITH A
WINO'S SPITTLE OF
UNSUPPORTED CONCLU-
SIONS.



WINO'S
SPITTLE?

YOU
HEARD
ME.





DILBERT®



BY
SCOTT ADAMS

TOMORROW IS THE MANDATORY MEETING ON EMPLOYEE HEALTH AND WELL-BEING.

THE MEETING STARTS AT 6 A.M., SO IT WILL INTERFERE WITH YOUR SLEEP AND NOT YOUR WORK.

DOESN'T THAT SEND A MESSAGE THAT WORK IS MORE IMPORTANT THAN HEALTH?

I HOPE SO. THAT'S THE THEME OF THE MEETING.

HEALTHY EMPLOYEES ARE UNPRODUCTIVE.

THEY'RE ALWAYS EXERCISING OR EATING FRUIT WHEN THEY SHOULD BE WORKING.

WE PREFER EMPLOYEES WHO WORK HARD AND DIE BEFORE THEIR PENSIONS START PAYING OUT.

SUDDENLY I FEEL SICK.

RIGHT ON SCHEDULE!

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EXPLAIN WHY YOU
CHARGE LESS OF YOUR
TIME TO PROJECTS
THAN ALL THE OTHER
ENGINEERS.



I'M TRYING SOME-
THING NEW. IT'S
CALLED HONESTY.



STOP
DOING
THAT.

OKAY.
BRILLIANT
SUGGESTION.



YOU TREAT EVERY
CONVERSATION LIKE
IT'S A CONTEST WHERE
YOU HAVE TO BE THE
ONE WHO IS RIGHT!



IT ONLY SEEMS THAT
WAY BECAUSE EVERY-
THING YOU SAY IS
WRONG.



SEE?
THERE
IT IS!

I'M PRETTY
SURE THAT
WAS YOU
AGAIN.



THE NEW GUY IS
A HUGE WEASEL.
DON'T BELIEVE
ANYTHING HE SAYS.



YOU SAY THAT ABOUT
ALL THE NEW HIRES SO
THEY WON'T SEEM
CREDIBLE WHEN THEY
COMPLAIN ABOUT YOU.



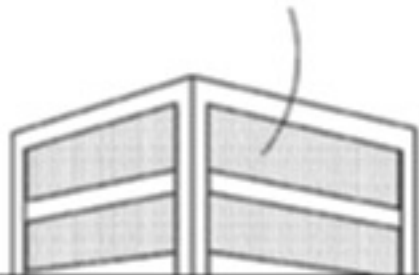
I'LL STOP DOING
IT WHEN IT
STOPS WORKING.



I HIRED AN UNQUALI-
FIED CRONY TO RUN
OUR QUALITY CONTROL
GROUP.



I VALUE LOYALTY
OVER COMPETENCE.
THAT'S THE SIGN OF
A GREAT LEADER.



DO YOU
SEE ANY
PROBLEM
WITH
THAT?

IT MAKES
YOU LOOK
EXTRA
DISLOYAL?



YOUR UNQUALIFIED
CRONY IS CAUSING
A REBELLION AMONG
THE STAFF.



THERE'S NO NEED
TO BLOW THIS ALL
OUT OF PROPORTION.



BUT I PROMISE
TO MONITOR THE
SITUATION.



HELLO, KEITH. YOU'RE
THE NEXT COWORKER
I HAVE TARGETED FOR
ELIMINATION.



I'LL BE USING A
RUMOR CAMPAIGN TO
CONVINCE EVERYONE
YOU ARE DISHONEST
AND INCOMPETENT.



DO I
NEED A
REASON?

WE THINK
SHE WASN'T
HUGGED
ENOUGH.





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I FOUND A CLEVER
WAY TO WRITE MY
APPLICATION CODE
IN ONE HOUR!

NORMALLY THIS SORT
OF THING WOULD TAKE
WEEKS.

I ASSUME MY HIGH
LEVEL OF EFFICIENCY
WILL BE RECOGNIZED
AND REWARDED.

LET ME KNOW HOW
THAT WORKS OUT
FOR YOU.

YOU DID
ALL OF
THAT IN
ONE HOUR?

YES.
I DID.

FROM NOW ON, I
EXPECT YOU TO
FINISH ALL OF YOUR
PROJECTS IN ONE
HOUR.

OTHERWISE I'LL
ASSUME YOU'RE
RIPPING OFF THE
COMPANY.

YOU
COULD
HAVE
WARNED
ME.

THAT'S
NOT HOW
EXPERIENCE
WORKS.

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ALICE IS SPREADING
FALSE RUMORS ABOUT
ME. SHE'S TRYING TO
MAKE ME QUIT.



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AT THIS COMPANY,
WE DON'T GET ALL
ANAL ABOUT THE
DIFFERENCE BETWEEN
FALSE RUMORS AND
ACTUAL FACTS.



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THAT'S
NOT
FAIR!



SAID THE
ALLEGED
POACHER OF
ENDANGERED
SPECIES.



MY PAY IS BELOW
MARKET. CAN I HAVE
A 20% RAISE?



NO, BUT I'LL LET YOU
USE TWO FLAT SCREEN
MONITORS IN YOUR
CUBICLE SO IT FEELS
LIKE YOU'RE AN EVIL
GENIUS IN A SECRET
LAIR.



BU-WA-
HAHA!

WHO GOT
A SECOND
MONITOR?



WHY DOES DILBERT
GET TWO COMPUTER
MONITORS WHILE I
ONLY GET ONE?!



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WELL, ACCORDING TO
RESEARCHERS, IT'S
BECAUSE MEN TEND
TO NEGOTIATE AND
WOMEN DON'T.



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SO,
WHAT
HAPPENS
NOW?



IF I HAD
TO GUESS,
I'D SAY
MORE
COMPLAIN-
ING



MAKE THESE CHANGES
AND RUN IT BY ME
AGAIN.



HISTORY SUGGESTS
I HAVE ENTERED AN
INFINITE LOOP OF
MAKING CHANGES
WITH NO HOPE OF
FINISHING.



MY LIFE
IS A
FURIOUS
BALL OF
NOTHING.



AND I'M
NOT WILD
ABOUT THE
FONT.



THIS WEEK I
INCREASED MY
PRODUCTIVITY BY
IMPROVING MY
MORALE.



I WATCHED FUNNY
YOUTUBE VIDEOS
FROM MORNING
UNTIL DUSK.



THAT'S
ALL YOU
DID?

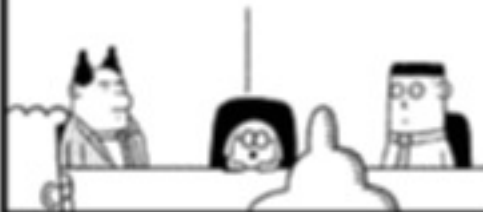


DON'T
WORRY.
I'M ALMOST
HALFWAY
DONE.



DOGBERT THE
SECURITY CONSULTANT

BE ON THE LOOKOUT
FOR ANY SUSPICIOUS
BEHAVIOR.



IF YOU SEE A GUY
DO SOMETHING THAT
YOU WOULDN'T DO,
BEAT HIM TO DEATH
WITH A TRASH CAN.



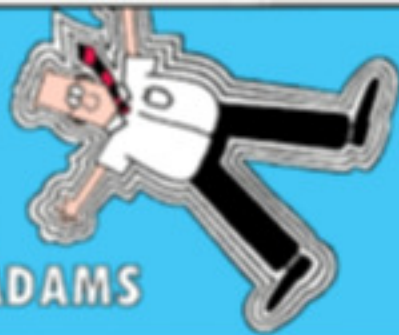
CAN WE
USE
RECYCLE
BINS?

I
WOULDN'T
HAVE ASKED
THAT
QUESTION.





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DOGBERT THE
SECURITY CONSULTANT

IF YOU SEE SOMEONE
WITHOUT AN ID
BADGE...



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... STRIP SEARCH
HIM, CONFISCATE
HIS WALLET, AND
LOCK HIM IN THE
JANITOR'S CLOSET
UNTIL HE STARVES!



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THAT
SEEMS
A BIT
EXTREME.



YOU'RE
ABOUT ONE
MINUTE
AWAY FROM
LIVING ON
MOP WATER.



I CAN'T DO MY WORK
BECAUSE THE INTERNET
IS TOO FASCINATING.



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THE PHYSICAL WORLD
NO LONGER HOLDS MY
INTEREST. I FIND JOY
ONLY ON THE INTERNET.



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CAN I TAKE A HIT
ON YOUR IPHONE
BEFORE I GO BACK
TO MY CUBICLE?



NO.

I'M ADDICTED
TO THE
INTERNET.

I NO LONGER CARE FOR
DIRECT HUMAN
INTERACTION. IT'S
TOO SHALLOW AND
PREDICTABLE.

MAYBE YOU SHOULD
TRY SOME OUTDOOR
ACTIVITIES.

I SAW
THAT
COMING.

CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

FROM NOW ON, ALL
SICK DAYS MUST BE
SCHEDULED IN
ADVANCE.



THAT'S RIDICULOUS.
HOW ARE WE SUPPOSED
TO KNOW WHEN WE'RE
GOING TO BE SICK?



I HIRED A GUY
WHO NEVER
WASHES HIS
HANDS TO HELP
YOU WITH
SCHEDULING.



WHY DOES IT SEEM
AS IF MOST OF THE
DECISIONS IN MY
WORKPLACE ARE MADE
BY DRUNKEN LEMURS?



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DECISIONS ARE
MADE BY PEOPLE
WHO HAVE TIME,
NOT PEOPLE WHO
HAVE TALENT.



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WHY ARE
TALENTED
PEOPLE
SO BUSY?

THEY'RE
FIXING THE
PROBLEMS
MADE BY
PEOPLE WHO
HAVE TIME.



DO YOU MIND
IF I GIVE YOU
SOME ADVICE?



NOT AT
ALL.



DO YOU MIND IF I
ROLL MY EYES, SIGH
DEEPLY, AND DISMISS
YOUR ADVICE AS IF IT
CAME FROM THE
VILLAGE IDIOT?



I
MIGHT
MIND.



WELL THEN,
LET ME
GIVE YOU
SOME
ADVICE...





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WHY DIDN'T YOU
USE ANY OF MY
SUGGESTIONS?



MY THEORY IS THAT
YOUR BRAIN IS THE
SIZE OF A MARBLE,
AND TWICE AS
SMOOTH.



THE ROOT
CAUSE PROBABLY
INVOLVES SLOW
LEARNERS MATING FOR
MANY GENERATIONS.



DOGBERT CONSULTS

EVERY CREDIBLE
SCIENTIST ON EARTH
SAYS YOUR PRODUCTS
HARM THE ENVIRON-
MENT.



I RECOMMEND PAYING
WEASELS TO WRITE
ARTICLES CASTING
DOUBT ON THE DATA.



THEN EAT THE WRONG
KINDS OF FOODS AND
HOPE YOU DIE BEFORE
THE EARTH DOES.

YOU'RE
MAKING ME
HUNGRY!





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I NEED THREE BITTER
AND UNSUCCESSFUL
SCIENTISTS AND A
HUNDRED LAZY
JOURNALISTS.



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DID YOU KNOW
TODDLERS THRIVE
ON POLLUTION?



I'M ALWAYS WRONG
ABOUT EVERYTHING.
WHAT CAN I DO TO
FIX THAT?



I RECOMMEND
SHOPPING. THE
CUSTOMER IS
ALWAYS RIGHT.



SHOPPING
MAKES ME
SMART? !!



YOU
AREN'T
SHOPPING
YET.



I'D LIKE TO
BUY SOME
SNOW TIRES
FOR A RE-
FRIGERATOR.



THIS IS A LINGERIE
STORE. GET LOST
BEFORE I STOMP ON
YOUR TAIL.



I THINK I DEBUNKED
THE THEORY THAT
THE CUSTOMER IS
ALWAYS RIGHT.



DON'T BRING ME
PROBLEMS, BRING
ME SOLUTIONS.



WHEN I BRING YOU
SOLUTIONS, YOU TELL
ME THEY WON'T WORK
AND TREAT ME LIKE
A MORON.



WHAT'S THE
PROBLEM WITH
THAT?





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BY
SCOTT ADAMS

WHERE DO YOU
THINK YOU'RE
GOING?

I NEED TO ASK
OUR VP OF SALES
A QUESTION.

WHOA! WHOA!
WHOA!

YOU CAN'T SPEAK
DIRECTLY WITH
A VICE PRESIDENT.

YOU NEED TO TALK
TO YOUR BOSS, WHO
TALKS TO HIS BOSS,
WHO TALKS TO SOMEONE
WHO IS FRIENDS WITH
THE VP OF SALES, WHO
THEN TALKS TO HIM.

WOULDN'T THAT
VIRTUALLY
GUARANTEE THAT
THE WRONG QUESTION
GETS ASKED?

IT'S BETTER TO HAVE
THE RIGHT PERSON
ASK THE WRONG
QUESTION THAN THE
WRONG PERSON ASK
THE RIGHT QUESTION.

DO YOU
HAVE A
MINUTE?

TALK TO MY
SECRETARY.

THAT PRICE
QUOTE INCLUDES
EVERYTHING!



WHAT ABOUT TAXES,
SHIPPING, CABLES,
CARTS, SOFTWARE,
MEMORY UPGRADES,
MAINTENANCE AND
INSURANCE?



HAS ANYONE EVER
CALLED YOU NEEDY?



YOU SHOULD CHECK
WITH TED TO SEE IF
HE KNOWS ABOUT
THIS SORT OF THING.



I'LL ADD THAT TO MY
LIST OF marginally
useful things that
other people have
suggested I do.



APPARENTLY, AGREEING
ISN'T ENOUGH. YOU
ALSO NEED TO SAY IT
A CERTAIN WAY.



OUR NEW STRATEGY
HAS NEVER WORKED
FOR ANYONE BEFORE.



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THAT WILL GIVE
US THE ELEMENT
OF SURPRISE.



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LET'S
GET
STARTED!

CAN I
REBALANCE
MY 401(K)
FIRST?



I NEED A \$1,600
HANDHELD BAR CODE
SCANNER TO FINISH
MY LAB TESTS.



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OKAY. APPLY FOR A
CAPITAL BUDGET
VARIANCE, PREPARE
AN RFP, GET THREE
BIDS, FORM A TEAM
TO EVALUATE THE BIDS,
THEN PREPARE A
PURCHASE ORDER



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NEVER MIND. I'LL
JUST LEARN HOW TO
READ BAR CODES BY
SIGHT.



QUITTER.



WHEN WILL I GET
YOUR PROJECT
STATUS REPORT?



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YOU'RE ASKING FOR
A STATUS REPORT
ON THE STATUS
OF THE STATUS
REPORT?



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RIGHT.
WHEN
CAN I
GET
THAT?



IT'S
STARTING
TO LOOK
LIKE
INFINITY.



AT MY OLD JOB,
WE DID EVERYTHING
BETTER THAN WE
DO IT HERE.



THEY SOUND LIKE
A GREAT COMPANY.
—
IT'S NO WONDER
THEY FIRED YOU.



THEY
DIDN'T
FIRE ME.
I QUIT
TO COME
WORK
HERE.

SO, YOUR
POINT IS
THAT
YOU'RE A
MORON?





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BY
SCOTT ADAMS

WALLY, CAN I GET
YOUR COMMENTS
ON MY ARTICLE
BY TOMORROW?

SURE.

YOU SAY, "SURE,"
BUT WE BOTH
KNOW IT'S A LIE.

YOU JUST WANT
ME TO GO AWAY.

YOU PLAN TO WAIT
UNTIL TOMORROW AND
MAKE AN EXCUSE.

THEN YOU'LL
HOPE I'LL GIVE UP.

YES, BUT REMEMBER,
MY COMMENTS ARE
ALWAYS WORTHLESS.
THEY WOULD CAUSE
YOU EXTRA WORK
AND WORSEN THE
RESULT.

SO IF I GIVE YOU
NOTHING, EVERYONE
WINS.

IN THAT
CASE, THANK
YOU FOR
IGNORING
MY NEEDS.

IT'S THE
LEAST I
COULD
DO.

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ASOK, I NEED YOU
TO FILL IN AT TECH
SUPPORT FOR A FEW
DAYS.



YOU'LL BE THE GUY WHO
ASKS THE CUSTOMER
FOR INFORMATION, THEN
TRANSFERS THE CALL TO
ANOTHER PERSON WHO
ASKS EXACTLY THE
SAME QUESTIONS.



WOULDN'T
THAT MAKE
ME A
BARRIER TO
PROGRESS?

ONLY IF
THE OTHER
GUY
ACTUALLY
HELPED.



I DON'T UNDERSTAND
ANYTHING YOU DO, SO I
ASSUME IT'S ALL
USELESS.



MAYBE YOU COULD GO
TO M.I.T. AND GET A
DEGREE IN ENGINEER-
ING SO YOU WOULD
UNDERSTAND WHAT
I DO.



WOULD THAT BE
EASIER THAN NOT
GIVING YOU A RAISE?



I'M TRYING TO
DEVELOP A GOOD
ATTITUDE ABOUT
MY JOB.



EVERY MORNING I TELL
MYSELF I AM INVIG-
ORATED BY BUSYWORK.



ASOK, I NEED YOU
TO RELABEL THE
TONER CARTRIDGES.



WOO-HOO!



THEN WE PROGRAM
THE WEB SITE USING A
FAST GUY IN TIGHTS
AND A MOVIE ABOUT
COFFEE.



CORRECT
ME IF I'M
WRONG.



WE USE
FLASH
AND
JAVA-
SCRIPT



I SAID,
"IF"!!!



MORDAC, THE PREVENTER
OF INFORMATION
SERVICES.

SECURITY IS MORE
IMPORTANT THAN
USABILITY.



IN A PERFECT WORLD,
NO ONE WOULD BE
ABLE TO USE ANYTHING.



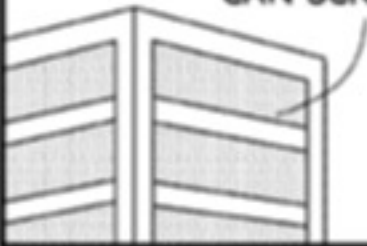
To complete the
log-in procedure,
stare directly
at the sun.



I AM MORDAC, THE
PREVENTER OF INFOR-
MATION SERVICES,
AND I BRING YOU MY
NEWEST BIOMETRIC
SCANNER.



INSTEAD OF A PASS-
WORD, I PUT THIS ON
YOUR HEAD AND SQUEEZE
UNTIL YOU SCREAM IN A
WAY THAT ONLY YOU
CAN SCREAM.



NO,
THAT'S
NOT
YOU.

GAAA!
GAAA!
GAAA!





DILBERT®



BY
SCOTT ADAMS

CAREER DAY

CLASS, TODAY DILBERT WILL TELL US WHAT A CAREER IN ENGINEERING IS ALL ABOUT.

MY JOB INVOLVES EXPLAINING THINGS TO IDIOTS.

THEN THE IDIOTS MAKE DECISIONS BASED ON MISINTERPRETING WHAT I SAID.

THEN IT IS MY JOB TO TRY TO FIX THE MASSIVE PROBLEMS CAUSED BY THE BAD DECISIONS.

EVENTUALLY, RUMORS OVERWHELM FACTS, AND I GIVE UP.

IN THE FINAL PHASE, I ASSIGN BLAME TO AN UNPOPULAR COWORKER.

SO WHATEVER YOU DO IN LIFE, DON'T BE UNPOPULAR.

DON'T LISTEN TO HIM!

SAID THE UNPOPULAR TEACHER.

DOGBERT CONSULTS

DO YOU WANT ME TO
LIE TO YOU FOR \$400
PER HOUR OR GIVE YOU
THE TRUTH FOR \$200?

I'LL
TAKE
TRUTH.

OKAY. THE PROBLEM IS
THAT HAVING YOU TRY
TO MANAGE ENGINEERS
IS LIKE HAVING AN
EARTHWORM TRY TO
JUGGLE.

HOW'S MY PREMIUM
PRICING OPTION SOUND
TO YOU NOW?

CAN I
ORDER
SOME
PENS?



NO. IT'S
IMPOSSIBLE.



YOU NEED A PEN TO FILL
OUT THE PEN REQUEST
FORM. AND IF YOU HAVE
A PEN, YOU'RE NOT
ALLOWED TO ORDER ONE.



MAYBE
I COULD
BORROW
YOUR PEN.



THAT SOUNDS
LIKE SOME
SORT OF
PARASITIC
ARRANGE-
MENT.



THIS DOCUMENT SAYS
A BACKUP SERVER IS
OVERKILL.



UM, NO, IT SAYS THE
OPPOSITE OF THAT.
I KNOW BECAUSE I
WROTE IT THIS
MORNING.



NO, I
THINK
YOU'RE
MISINTER-
PRETING
IT.



I
WROTE
IT!!!



WE'VE DECIDED TO
BE MORE FAMILY
FRIENDLY IN OUR
POLICIES.



TO COMPENSATE FOR
THE LOST PRODUC-
TIVITY, WE'LL BE
OPENLY HOSTILE TO
SINGLE PEOPLE.



THAT
DOESN'T
SEEM
FAIR.

SHUT UP
AND GET
BACK TO
WORK,
EUNUCH!



I'D LIKE TO TAKE
ADVANTAGE OF OUR
NEW FAMILY FRIENDLY
POLICY.



THREE OF MY KIDS HAVE
BRONCHITIS, TWO HAVE
DENTAL APPOINTMENTS,
ONE IS IN A SCHOOL
PLAY, AND ONE HAS A
RUGBY GAME.



IN ALL
LIKELIHOOD,
YOU WILL
NEVER SEE
ME AGAIN.



WE DIDN'T
THINK THIS
THROUGH.



YOUR RÉSUMÉ IS
RIDDLED WITH
SPELLING ERRORS.
WHY SHOULD WE
HIRE A MORON?



MY POOR PERFORMANCE
WOULD MAKE YOU LOOK
GOOD IN COMPARISON.
YOU'LL GET A BIGGER
RAISE IF I WORK HERE.



WHAT
DO YOU
THINK
OF HIM?



WELL, HIS
INTERVIEW
SKILLS ARE
CRAZY GOOD.





DILBERT®



BY

SCOTT ADAMS

DILBERT, I NEED YOU TO DO SOMETHING, BUT I DON'T HAVE TIME TO FULLY EXPLAIN IT.

I'LL GIVE YOU JUST ENOUGH INFORMATION TO SEND YOU DOWN THE WRONG PATH.

LATER, AFTER YOU DO IT WRONG, I'LL TREAT YOU LIKE YOU'RE SOME SORT OF IDIOT.

THEN I'LL PUT YOU THROUGH THE EMBARRASSMENT OF UNDOING EVERYTHING YOU DID.

THIS MIGHT NOT SOUND LIKE A GOOD PLAN TO YOU.

BUT IT TAKES THE TASK OFF OF MY PLATE AND PUTS IT ON YOURS.

THAT'S CALLED PROGRESS!

TODAY I HELPED MAKE PROGRESS.

BETTER LUCK TOMORROW.

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WE'RE GOING TO
TRY SOMETHING
CALLED AGILE
PROGRAMMING.



THAT MEANS NO MORE
PLANNING AND NO MORE
DOCUMENTATION. JUST
START WRITING CODE
AND COMPLAINING.



I'M GLAD
IT HAS A
NAME.

THAT
WAS YOUR
TRAINING.



TINA THE TECH WRITER

I DECIDED TO BASE
YOUR SALARY ON THE
NUMBER OF PAGES YOU
WRITE.



FINE. I'LL GIVE YOU
A HIGH VOLUME OF
LOW QUALITY WORK.



SOMETIMES THE BEST
YOU CAN DO IS MOVE
THE HAIRBALL TO
ANOTHER POCKET.



TINA THE TECH WRITER

AS YOU REQUESTED,
I INCREASED THE
SPEED OF MY WRITING.



MY BREAKTHROUGH
WAS REALIZING THAT
ACCURACY AND CLARITY
ARE OPTIONAL!



WOULD YOU LIKE TO
MICROMANAGE ME BY
READING IT ALL AND
POINTING OUT THE
ERRORS?



WHAT'S
WRONG
WITH
YOUR
FACE?



IT'S A
GOATEE.



I HATE GOATEES,
SO I AM USING MY
POWERS OF EXTREME
UNCOOLNESS TO MAKE
THEM GO AWAY.



THAT
COULD
WORK.



GAAA!!!



DOGBERT'S TECH SUPPORT

NO ONE ELSE HAS
EVER REPORTED
THAT PROBLEM.



THAT MEANS YOU
ARE EITHER CRAZY
OR A LIAR.



IT'S A
LITTLE
OF BOTH,
BUT HOW
DID YOU
KNOW?

I CAN
SEE YOU
THROUGH
YOUR
COMPUTER.



NEVER TELL ANYONE
WE DON'T HAVE ENOUGH
RESOURCES TO DO A
PROJECT. IT MAKES US
LOOK LAME.



INSTEAD, SAY WE
HAVE A FIXED CAPACITY
THAT IS ALREADY
DEDICATED TO HIGHER
PRIORITIES. THAT
MAKES WHOEVER ASKED
US FOR HELP LOOK LAME.



CAN I KEEP TELLING
PEOPLE I DONATED
ALL OF MY BLOOD TO
HURRICANE VICTIMS?





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OUR NEXT PROJECT IS
BUILDING A PRIVATE
SHUTTLE TO THE MOON.

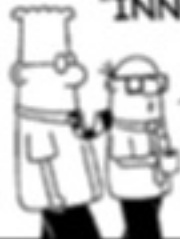


NOW IF YOU MAKE ANY
MISTAKES, INNOCENT
TOURISTS WILL PERISH
IN THE VACUUM OF
SPACE.



WE NEED TO WORK ON
OUR RATIONALIZATIONS.

IS ANYONE
REALLY
"INNOCENT"?



MY COMPANY WANTS
ME TO DESIGN A
PRIVATE MOON SHUTTLE
IN THREE MONTHS.
DOOM IS INEVITABLE.



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WHAT YOU NEED IS A
SCAPEGOAT TO BLAME
FOR THE PROJECT
NEVER GETTING
FINISHED. I'LL SEND
ONE OVER.



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I WAS ALMOST
DONE, AND THEN
THIS IDIOT
COMES ALONG.



ASOK, I NEED AN
INTERN TO TEST-
PILOT OUR NEW
MOON SHUTTLE
PROTOTYPE.



WOULDN'T IT BE
WISER TO SEND A
MONKEY ON THE
FIRST FLIGHT?



YOU'RE THINKING
OF THE SECOND
FLIGHT.



DON'T WORRY, ASOK.
THE PROTOTYPE IS
PERFECTLY SAFE.



I FOUND YOU A
CO-PILOT. HE'S A
BIT GRIM, BUT HE
WORKS FOR FREE.



HEY, I WONDER
WHAT THIS
BUTTON DOES.



I AM SAD TO REPORT
THAT ASOK THE INTERN
DIED DURING A TEST
OF OUR MOON SHUTTLE
PROTOTYPE.



BEFORE HE LEFT, HE
PUT A SAMPLE OF HIS
DNA IN A JAR. HIS
PLAN IS TO
REINCARNATE INTO
HIS OWN CLONE.



WHERE'S
THE JAR
WITH
ASOK'S
DNA?



I NEEDED
A SECOND
CANDY
JAR.



YOUR PROTOTYPE KILLED
ASOK. THAT MEANS IT
IS YOUR JOB TO CLONE
HIM AND HOPE HE
REINCARNATES INTO
THE CLONE.



CAROL USED HIS DNA
CONTAINER FOR A
SNACK JAR, SO BE
CAREFUL.



WHY
DO I
FEEL
NUTS?

YOU'RE
PART
SNICKERS
BAR.





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ASOK DIED IN A WORK-RELATED ACCIDENT. HIS DISASTER RECOVERY PLAN WAS TO REINCAR-NATE INTO HIS OWN CLONE.



YOU ARE HIS CLONE, BUT YOUR DNA GOT MIXED UP WITH A SNICKERS BAR. YOU ARE DOOMED TO WALK THE EARTH AS HALF MAN, HALF SNACK.



PHEW! IT IS LUCKY I STUDIED GUIDED REINCARNATION AND ADVANCED SHAPE-SHIFTING AT THE INDIAN INSTITUTE OF TECHNOLOGY.



I WAS DEAD FOR A WEEK,
BUT I MANAGED TO
REINCARNATE INTO MY
OWN CLONE AND USE MY
SHAPESHIFTING SKILLS
TO LOOK LESS LIKE A
SNICKERS BAR.



I ONCE WAITED FOUR
HOURS FOR A CABLE TV
GUY TO SHOW UP AT
MY HOUSE.



THOSE
STORIES
ARE NOT
EQUIVA-
LENT.



IT'S
SUBJECTIVE.



DON'T YOU DARE
TAKE ANOTHER CUP
OF COFFEE.



THE MORE YOU DRINK,
THE MORE OFTEN I
HAVE TO ORDER COFFEE.
YOU ARE DESTROYING
MY QUALITY OF LIFE!



GAAA!!!

IF THIS
DOESN'T MAKE
THE COFFEE
TASTE BETTER,
I DON'T KNOW
WHAT WILL.



MORDAC, THE PREVENTER
OF INFORMATION
SERVICES

I MADE SOME CHANGES
TO THE NETWORK THAT
I ALONE UNDERSTAND.



I DIDN'T HAVE TIME
TO TEST IT, BUT IF
THERE IS A PROBLEM,
I'LL BE ON VACATION
FOR THREE WEEKS IN
A RUSSIAN SUBMARINE
BELOW THE ARCTIC
CIRCLE.



MY
SCREEN
JUST
WENT
BLANK.

LET'S CHALK
THAT UP TO
COINCIDENCE.



IT WAS THEORETICALLY
IMPOSSIBLE TO WORK
THIS WEEK.



EVERYTHING I NEEDED
TO DO REQUIRED ME TO
DO SOMETHING ELSE
FIRST, UNTIL IT ALL
LOOPED BACK ON ITSELF
LIKE A MÖBIUS STRIP.



MAYBE
YOU
COULD
MAKE A
TO-DO
LIST.

AS IF I
HAD A
PENCIL.



I DON'T KNOW YOU.
WHY ARE YOU IN THIS
MEETING?



I'M CREATING THE
ILLUSION OF WORK
BY CONFLATING THE
CONCEPTS OF
ATTENDANCE AND
PRODUCTIVITY.



YOU
SHOULD
LEAVE.

AND WHO
SHOULD I
SAY HATES
TEAMWORK?





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I CAN'T GIVE YOU THE HIGHEST RAISE BECAUSE YOU DIDN'T EXCEED EXPECTATIONS.

IF YOU THOUGHT IT WAS POSSIBLE FOR ME TO EXCEED MY EXPECTATIONS, YOU WOULD HAVE SET THE GOALS HIGHER.

SO THERE ARE ONLY TWO POSSIBILITIES HERE.

EITHER YOU ARE INCOMPETENT AT SETTING GOALS...

OR I ATTAINED THE MAXIMUM POSSIBLE ACHIEVEMENT AND I DESERVE THE MAXIMUM RAISE.

WHICH IS IT?

CAN I HEAR THOSE TWO CHOICES AGAIN?

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10-14-07

YOU HAVE GOOD
EXPERIENCE AS A
DEAD HORSE, BUT
CAN YOU TAKE A
BEATING?



SO, YOU THINK
YOU CAN IGNORE
MY QUESTIONS,
DO YOU?



CANCEL ALL OF MY
MEETINGS. THIS COULD
TAKE A FEW MORE
HOURS.



I HIRED A DEAD
HORSE. HE DOESN'T
LOOK LIKE MUCH,
BUT IF YOU BEAT
HIM LONG ENOUGH,
HE DOES GOOD WORK.



HAVE YOU
SEEN HIM
DO GOOD
WORK?

I HAVEN'T
BEATEN
HIM LONG
ENOUGH.



INTRODUCE
YOURSELF TO
THE OTHERS!



I'M NOT ALLOWED TO
DISCUSS THE COMPANY
POLITICS THAT FORM
A CAREER MINEFIELD
AROUND YOUR PROJECT.



AND I CAN'T TELL YOU
THE COMPANY'S NEW
STRATEGIC DIRECTION,
OR ANYTHING ABOUT
OUR UPCOMING REORG.



MY PLAN IS TO
CRITICIZE YOU
UNTIL SOMETHING
GOOD HAPPENS.



ALICE, I WANT YOU
TO MOVE TO A CUBICLE
CLOSER TO THE REST
OF THE DEPARTMENT.



IS THERE A REASON
THAT ISN'T APPARENT,
OR IS THIS COMING
FROM THE REPTILIAN
PART OF YOUR BRAIN?



HOW
WOULD
I KNOW?



THAT'S A
SURPRISINGLY
GOOD POINT.



YOUR STAFF MEETING
WILL TAKE AN HOUR OF
MY LIFE THAT I WILL
NEVER GET BACK.



IF YOU LET ME SKIP
THE MEETING, I WILL
AGREE TO DIE AN HOUR
EARLIER TO MAKE UP
THE DIFFERENCE.



HE
AGREED?



YES, AND
I'M GOING
TO USE THAT
EXTRA HOUR
OF DEADNESS
TO HAUNT
HIM.



WHAT HAVE YOU DONE
LATELY TO ENHANCE
OUR STRATEGY INTO
THE NEXT ADJACENCY?



I DON'T KNOW WHAT
THAT MEANS, SO
I'M GOING TO SAY,
"EVERYTHING."



HE'S LUCKY
THERE'S NO
WAY TO VERIFY
THAT CLAIM.





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I'M OFF TO THE
MANAGEMENT
RETREAT.

I WON'T BE REACHABLE
BECAUSE I'LL BE BUSY
GOLFING, SWIMMING,
DRINKING, AND
GETTING MESSAGES.

AND ATTENDING
MEETINGS?

I DON'T SEE HOW
WE'LL HAVE ANY
TIME FOR THAT.

WHILE I'M GONE,
I HAVE A FEW TASKS
FOR YOU TO DO.

OPEN ALL THE PACKAGES
OF PRINTER PAPER AND
MAKE SURE THEY HAVE
THE RIGHT NUMBER OF
SHEETS.

THEN CRAWL INTO
THE HEATING DUCTS
AND SEE IF YOU CAN
FIND WHAT DIED
IN THERE.

IT'S
MY
LAST
BOSS.

SPRAY
HIM WITH
SOMETHING
LEMONY.

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THIS CONCLUDES THE
USEFUL PART OF MY
PRESENTATION.



NOW LET'S OPEN THE
FLOOR TO SUGGESTIONS
FROM PEOPLE WHO ARE
UNQUALIFIED TO DO
THEIR OWN JOBS, MUCH
LESS MINE.



YES,
YOU
WITH
THE
FORE-
HEAD.



CAN YOU
MAKE THE
SOFTWARE
OUT OF
RECYCLED
PAPER?



BRUCE, YOU'RE TOTALLY
INCOMPETENT AT YOUR
JOB, SO I'M MOVING
YOU TO ANOTHER JOB.



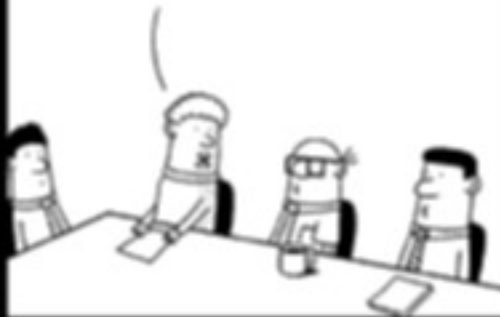
I'M HOPING YOUR
LACK OF TRAINING
FOR YOUR NEW JOB
WILL MAKE YOUR
INCOMPETENCE SEEM
NORMAL.



HALF OF THIS
JOB IS KNOWING
WHEN TO GIVE UP.



AND WALLY, DID YOU
FINISH YOUR PROJECT
TASKS FOR TODAY?



NO. I TOOK A CALCU-
LATED RISK THAT
OTHER PEOPLE WOULD
NOT FINISH THEIR
TASKS EITHER, MAKING
MY LATENESS TOTALLY
IRRELEVANT.



THAT
IS THE
WORST...

I NEED
ANOTHER
WEEK.



MY NEW
CUBICLE
IS TOO
SMALL.

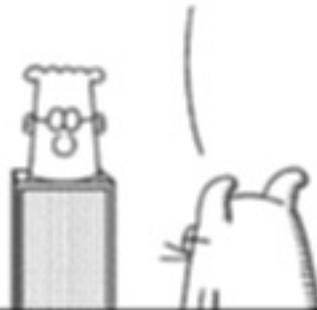


IT LOOKS
FINE TO
ME.



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IT ONLY SEEMS SMALL
BECAUSE YOU WERE SO
SPOILED BEFORE.



I DIDN'T
FEEL
SPOILED.



APPARENTLY
IT SNEAKS
UP ON YOU.



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ALICE, I GOT
YOUR TWO
WEEKS' NOTICE.



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WILL YOU STAY
IF I GIVE YOU A
20% RAISE?

OKAY.



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HEY DAD, DO YOU
REMEMBER YOU SAID
I SHOULD NEVER BE
A QUITTER? YOU DO?

WELL, IT
TURNS OUT
THAT YOU'RE
A MORON.



WHAT KIND OF PARTY
ARE WE HAVING FOR
NEW YEAR'S EVE?



WHY WOULD I
CELEBRATE AN
ARBITRARY
CALENDAR EVENT?



SUDDENLY I DON'T
FEEL SO BAD ABOUT
USING YOUR HAIR-
BRUSH AS A LOOFAH.





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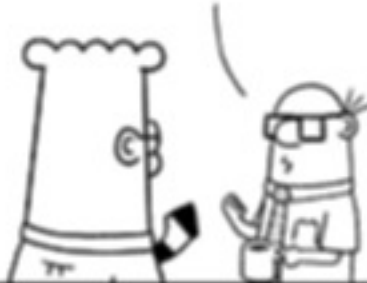
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I HATE IT WHEN
PEOPLE STOP WORKING
JUST BECAUSE IT'S
THE DAY BEFORE A
HOLIDAY.



IT CHEAPENS THE
LACK OF WORK THAT I
CULTIVATE YEAR-
ROUND.



I SAW
THE
FUNNIEST
VIDEO
CLIP!

TOURIST!



I HAD A GREAT DAY
AT WORK. FOR SOME
REASON, NO ONE
INTERRUPTED ME,
SO I GOT A LOT
DONE.



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TODAY IS
A HOLIDAY.



ALL OF MY
VICTORIES
ARE TAINTED.



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WHAT DID YOU DO
FOR NEW YEAR'S
DAY?



I FORGOT IT WAS
A HOLIDAY AND I
CAME TO WORK FOR
TEN HOURS.



THAT'S
SORT OF
LOSERISH.



THANKS
FOR
LABELING
IT.

WALLY, DID
YOU FINISH
THE TRAFFIC
ESTIMATES?

I DIDN'T
HAVE TIME.

I SPENT ALL WEEK
SHOPPING ON THE
COMPANY'S ONLINE
SUPPLY ORDERING
SITE.

HEY, YOU CAN'T BLAME
THE GUY WHO JUST
USES THE ATTRACTIVE
NUISANCE.

WALLY, I NEED YOU
TO ATTEND A MEETING
ON FRIDAY MORNING.



BUT THAT IS BAGEL
FRIDAY. IT'S THE
ONLY THING THAT
SEPARATES US FROM
THE ANIMALS.



YOU
COULD
GET A
BAGEL
TO GO.

IT'S AS IF
YOU DON'T
WANT TO
UNDERSTAND.



SOMEONE SAID OUR
POINTY-HAIRED BOSS
HIRED A MOLE. MOLES
CREEP ME OUT.



"MOLE" IS A FIGURE
OF SPEECH. IT'S NOT
LITERALLY A MOLE.

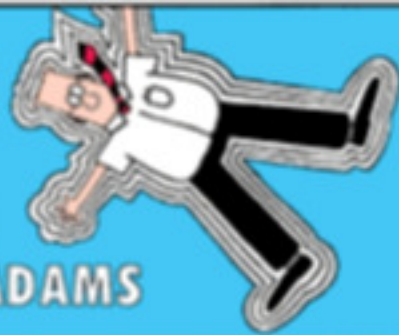


WHY DO I FEEL
TINY EYES ON
THE BACK OF MY
NECK?





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BY
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TOPPER

I DIDN'T
GET MUCH
SLEEP LAST
NIGHT.

THAT'S
NOTHING.

I HAVEN'T
SLEPT IN
A MONTH.

WOULDN'T
THAT KILL
YOU?

IT DID,
BUT
THAT'S
NOTHING.

I SPENT A WEEK IN
THE AFTERLIFE, THEN
I RETURNED TO THIS
WORLD AS A ZOMBIE.

I TAUGHT MYSELF
HOMEOPATHY AND
DISCOVERED A CURE
FOR ZOMBIES.

NOW I'M
ALIVE AGAIN.

PLEASE BE DONE...
PLEASE BE DONE...
PLEASE BE DONE...

I TOOK
PICTURES
OF HEAVEN.

GAAA!!!

WHAT HAVE YOU
LEARNED THIS WEEK
WORKING AS MY
EMPLOYEE MOLE?



SOME OF THE PEOPLE
IN THIS BUILDING
THINK YOU'RE A
WORTHLESS, SELF-
IMPORTANT GAS BAG.



WHAT DO
THE OTHER
PEOPLE
THINK?

THEY
DON'T
KNOW
YOU.



I'M THE OFFICIAL
DEPARTMENT MOLE.
I'LL BE REPORTING
YOUR EVERY MISSTEP
TO YOUR POINTY-
HAired BOSS.



WON'T THIS HAVE A
CHILLING EFFECT ON
OUR CREATIVITY AND
HONESTY?



THAT DIDN'T
TAKE LONG.



AND THOSE ARE THE
COMPANY PRIORITIES
FOR THE COMING YEAR.
ANY QUESTIONS?



SHOULD I BE
CONCERNED THAT
NONE OF MY PROJECTS
RELATE TO ANY OF
THOSE PRIORITIES?



YOU'RE
OVER-
THINKING
AGAIN. SORRY.



TINA, PUT TOGETHER
A DOCUMENT SHOWING
HOW OUR BUDGET
ALIGNS WITH OUR
PRIORITIES.



IT
DOESN'T.

WRITE IT
SO IT SEEMS
LIKE IT DOES.



ISN'T
THAT
LYING?

I CALL IT
LEADERSHIP
BY WORDS.



THIS DESIGN WILL
NEVER WORK IN
THE REAL WORLD.



THAT DESIGN IS
ALREADY WIDELY USED
IN THE REAL WORLD.



I CAN COME BACK LATER
IF YOU NEED TIME TO
CONCOCT ADDITIONAL
UNINFORMED
CRITICISMS.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I NEED A GOAL.
WHAT CAN I DO
TO GET A RAISE?



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TRY REWRITING THE
LAW OF SUPPLY AND
DEMAND.



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HARSH.



I HAVE
TO TOSS
A PURR
YOUR WAY.





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DILBERT, I NEED YOU TO HELP TED ON HIS PROJECT.

IF TED'S PROJECT SUCCEEDS, WHO WILL GET THE CREDIT?

TED WILL. IT'S HIS PROJECT.

WHAT IF IT FAILS?

THAT WOULD BE YOUR FAULT FOR NOT HELPING HIM ENOUGH.

IF I SPEND MY TIME HELPING TED, MY OWN PROJECTS WILL SUFFER.

THE ONLY WAY THIS MAKES SENSE IS IF MY PROJECTS ARE UNIMPORTANT AND SO AM I.

IF IT MAKES YOU FEEL ANY BETTER, TED AND HIS PROJECT ARE UNIMPORTANT TOO.

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IT'S TOO HARD TO
KEEP EVERYONE
INFORMED ABOUT
EVERYTHING.



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I'VE DECIDED TO
TAKE YOU OUT OF
THE LOOP.



REALLY??

NOW I KNOW WHAT
FATHERS MEAN WHEN
THEY TALK ABOUT
WITNESSING THE
BIRTH OF THEIR
CHILDREN.



LUCKY!

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NOW THAT YOU'RE
OUT OF THE LOOP,
YOUR NEW CUBICLE
WILL BE A GIANT
MUSHROOM.



IT'S A PLEASANT
ENVIRONMENT EXCEPT
WHEN THE MUSHROOM
GETS ITS NUTRIENTS.



NUTRIENTS?



I FINISHED MY
PROJECT AND I'M
READY TO PRESENT
IT TO THE BOARD OF
DIRECTORS.



INTERNS DON'T SPEAK
TO THE BOARD OF
DIRECTORS, ASOK. IT
WOULD BE CONSIDERED
AN INSULT.



HOW IS
THAT AN
INSULT?



YOU
HAVE THE
STINK OF
UNIMPOR-
TANCE.



WHO WILL PRESENT MY
FINDINGS TO THE
BOARD OF DIRECTORS?



THEY ONLY LISTEN TO
THE CEO. AND HE ONLY
LISTENS TO THE SENIOR
VICE PRESIDENTS, AND
THEY ONLY LISTEN
TO THE...



COULD
YOU SHOW
THIS
TO THE
JANITOR
FOR ME?

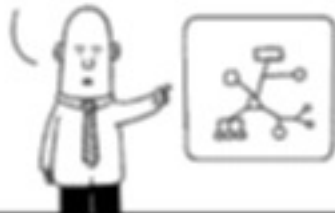


WHOA!
WHOA!
YOU DON'T
TALK TO ME
DIRECTLY!



CEO PRESENTS TO THE
BOARD OF DIRECTORS

AN UNDERLING MADE
THESE POWERPOINT
SLIDES AND I DON'T
UNDERSTAND THEM.



BUT IT DOESN'T
MATTER BECAUSE ALL
OF YOU ARE TOO
PREOCCUPIED WITH
YOUR DAY JOBS AND
MISTRESSES TO PAY
ATTENTION.



WHO VOTES
TO GIVE ME A
HUGE BONUS JUST
TO END THIS
MEETING?



AYE

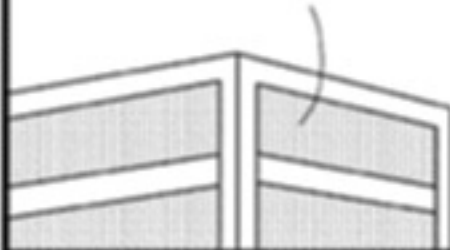
AYE

AYE

OUR CEO DIDN'T UNDER-
STAND THE POWERPOINT
SLIDES YOU MADE FOR
HIM, SO HE ASKED THE
BOARD OF DIRECTORS
FOR A BONUS.



WITH ANY LUCK, THE
BONUS WILL INCENT
HIM TO TRY HARDER
TO UNDERSTAND YOUR
SLIDES.



I'M GETTING BETTER
AT FINDING TENUOUS
CONNECTIONS TO HOPE.





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THIS WEEK I
FUNCTIONED AS AN
INCUBATOR OF
INNOVATIONS FOR
CONTRIBUTIONS
TO THE VALUE
CHAIN.



TO THE OBSERVER, IT
LOOKS AS IF I AM DOING
NOTHING, BUT ON THE
INSIDE, I AM INCUBAT-
ING MY BRAINS OUT.



IT
DOESN'T
COUNT
UNLESS
IT HURTS.



IT
HURTS
PLENTY.



OUR VENDOR SENT US
A CONSULTANT TO HELP
CONFIGURE THE
SOFTWARE.



WE CAN TELL HOW
IMPORTANT WE ARE
BY LOOKING AT THE
CONSULTANT THEY
ASSIGNED TO US.



THE WORD
THAT COMES
TO MIND IS
DOOHICKEY.



RATBERT THE SOFTWARE
CONSULTANT

DON'T LET YOUR LACK
OF KNOWLEDGE INTER-
FERE WITH MY
BRILLI-
ANCE.



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DON'T TOUCH THE
KEYBOARD, DON'T
OFFER OPINIONS
AND DON'T BREATHE
SO LOUDLY THAT I
CAN HEAR IT.



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THERE. I'VE EITHER
CONFIGURED YOUR
SOFTWARE OR ERASED
SOMETHING CALLED
A BIOS.



THE NEW
SOFTWARE
IS A
DISASTER.

THEN WHY
DID YOU
RECOMMEND
IT?



THIS SOFTWARE
IS YOUR IDEA.
I RECOMMENDED
AGAINST IT!



SO
WHOSE
FAULT
IS IT?

THE PERSON
WITH THE
UNPERSUASIVE
RECOMMEND-
ATIONS?



MY NEW CHAIR CAN
BE ADJUSTED TO A
JILLION DIFFERENT
POSITIONS.



THAT PRACTICALLY
GUARANTEES I'M USING
IT IN A SUBOPTIMAL
WAY. I THINK IT MIGHT
BE DISABLING ME.



DOES THAT LOOK
NORMAL TO YOU?



IF YOU HIRE ME, I WILL
DO ALL THE JOBS THAT
THE PEOPLE BORN IN
THIS COUNTRY ARE TOO
FAT AND LAZY TO DO.



I DON'T REQUIRE A
SAFE WORKING
ENVIRONMENT, AND
I THRIVE ON
ABUSE!



DO YOU
COMPLAIN
MUCH?



I'LL REMOVE
MY OWN
TONGUE AND
GIVE IT TO
YOU IN A
PICKLE JAR
FOR BOSS'S
DAY.



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BY
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OKAY, WE HAVE A
GOOD PLAN FORWARD.
THIS MEETING IS
ADJOURNED.

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OOOH!!!

WHAT
IS THAT?

AAAAH!!!

SHE'S TASTING
THE SWEET NECTAR
OF THE ILLUSION
OF PROGRESS.

AAAAH!!!

IT'S THAT EUPHORIC
FEELING YOU GET
BETWEEN THE TIME
YOU MAKE A PLAN AND
THE TIME SOME
MORON THWARTS IT.

IT CAN LAST
ANYWHERE FROM LESS
THAN A MINUTE TO AS
MUCH AS A MINUTE.

AAAAH!!!

TED WON'T MEET WITH
US BECAUSE SOMEONE
TOLD HIM THAT YOU
TOLD SOMEONE ELSE HE
WAS AN OBSTACLE.

GRRRRR!!!

THE LANDING
IS HARSH.

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I NEED A DECISION,
BUT IT INVOLVES MORE
THAN ONE VARIABLE,
AND I KNOW YOU
CAN'T HANDLE THAT.



I'LL GIVE YOU AN
HOUR TO DITHER
BEFORE I BADGER
YOU INTO MAKING
THE CORRECT
DECISION.



I'M GOING TO
DITHER FOR *TWO*
HOURS JUST TO
SHOW HER WHO
IS IN CHARGE.



I'LL TELL YOU MY
IDEA IF YOU PROMISE
NOT TO REJECT IT
BEFORE THINKING
ABOUT IT.



I ALREADY REJECTED
IT BECAUSE ONLY
PUTRID IDEAS COME
WITH WARNINGS.



MY TIME MANAGE-
MENT IS GETTING
BETTER.



I CAN'T
PRETEND
TO CARE.

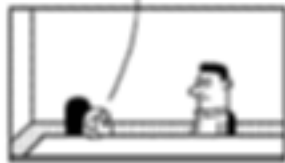


DOGBERT THE FINANCIAL
PLANNER

WITH ADVANCES IN
HEALTH CARE, YOU
COULD LIVE TO BE
200.



IF YOU HAVE A
GOOD FINANCIAL PLAN,
ONLY THE LAST 120
YEARS WILL BE SPENT
IN SQUALOR.



I RECOMMEND
A DIVERSIFIED
PORTFOLIO.

AND BACON.



DOGBERT THE FINANCIAL
PLANNER

INVESTING IS FAR
TOO COMPLICATED
FOR YOUR TINY
BRAIN.



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YOU ARE A
FINANCIAL
TROGLODYTE!!!



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DO I
GET
SOME
ADVICE
NOW?



NO, OUR
FIRST
MEETING
IS JUST
TO SOFTEN
YOU UP.



DO YOU
HAVE ANY
HOBBIES?



I LIKE TO READ
OBSCURE ARTICLES
ON THE INTERNET
AND IMAGINE HAVING
FRIENDS WHO ARE
INTERESTED IN THE
SAME THINGS.



BUT YOU
DO HAVE
FRIENDS,
RIGHT?

IS IT TOO
LATE TO
CHANGE THE
SUBJECT?



IF I TRY TO GIVE YOU
THE RAISE YOU DESERVE,
THE PEOPLE ABOVE ME
WILL JUST REDUCE IT.



MAYBE YOU COULD USE
SOME OF YOUR POLITICAL
CAPITAL TO ARGUE MY
CASE.



MAYBE
NOT.





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YOUR TRAVEL EXPENSES
ARE REJECTED BECAUSE
ALL OF YOUR MEAL COSTS
ARE ROUND NUMBERS.



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EITHER YOU
ARE A LIAR,
OR WORSE.



I DECIDE WHAT TO
ORDER BASED ON WHAT
TOTALS TO A ROUND
NUMBER AFTER A 15%
TIP.

THAT'S
WORSE.

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THAT THING
IS CALLED
A "BOSS."



HIS JOB IS TO
IDENTIFY SYSTEMS
THAT ARE INEFFICIENT
AND MAKE THEM OUR
NEW STANDARDS.



I DO
WAY
MORE
THAN
THAT.



DON'T LOOK
DIRECTLY
AT IT.



IS THIS "TAKE YOUR
DAUGHTER TO WORK
DAY" AGAIN?



NO, I'M
A FREE-
LANCER.



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I'VE NARROWED MY
CAREER CHOICES TO
PRISON GUARD OR
MONKEY TRAINER.



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I DON'T
SEE HOW
COMING
HERE WILL
HELP.



I'LL GIVE
YOU A
BANANA
IF YOU
SHOW
ME YOUR
CUBICLES.



I'M HERE TO GO
THROUGH THE MOTIONS
OF TRYING TO ASK YOU
A QUESTION.



BUT WE BOTH KNOW
YOUR PHONE WILL
RING, OR YOU'LL BE
LATE FOR A MEETING,
OR THE CARPET WILL
CATCH ON FIRE BEFORE
I ASK THE QUESTION.



IT'S A SHORT
QUESTION, SO
GET READY TO
MAKE YOUR
MOVE.



MY NEW FIVE-
YEAR PLAN LOOKS
LIKE THIS.



HOW CAN YOU HAVE
A FIVE-YEAR PLAN
WHEN YOU DON'T
KNOW WHAT WILL
HAPPEN IN FIVE
MINUTES?



WE
HAVE
THIS
ROOM
NOW.

BAD
TIMING.
SHOO!
SHOO!



OUR COMPETITORS
JUST MADE OUR NEW
FIVE-YEAR PLAN MOOT.



WHILE WE WERE
STRATEGIZING, THEY
WERE DOING SOME-
THING I BELIEVE THEY
CALL "WORK."



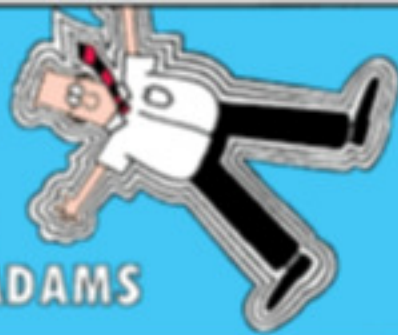
ON THE PLUS SIDE, I
MANAGED TO SALVAGE
SOME JOY BY MOCKING
YOU.

WHATEVER
YOU'RE DOING,
STOP IT.





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WE'LL BE USING THE DOGBERT PERSONALITY PREDICTOR INDEX TO JUDGE YOUR CAREER POTENTIAL.

THEN WE'LL LEAVE YOU IN THE DEAD END JOB THAT MOST CLOSELY MATCHES YOUR LACK OF POTENTIAL.

HERE'S A SAMPLE QUESTION...

HOW WOULD OTHER PEOPLE DESCRIBE YOU?

- A) ANGRY LONER
- B) EMBEZZLER
- C) LAZY

THAT'S NOT ENOUGH CHOICES!

SAYS THE ANGRY LONER.

YOU HAVE THIRTY MINUTES TO GIVE YOURSELF A LABEL THAT WILL HAUNT YOU FOR THE REST OF YOUR LIFE.

WOULD YOU SAY I'M MORE OF AN UNIDENTIFIED HOMINID OR AN INAPPROPRIATE TOUCHER?

YOUR MOST SENSITIVE
MATERIALS SHOULD
ALWAYS BE SENT IN
AN INTEROFFICE
ENVELOPE MARKED
"TOP SECRET."



ARE YOU A MORON
WHO WORKS IN OUR
SECURITY DEPARTMENT,
OR AN INDUSTRIAL SPY
WHO IS TOO LAZY TO
LOOK THROUGH LOTS
OF ENVELOPES?



OUR SECURITY GUYS
DON'T SLAP THAT HARD
OR RUN THAT FAST.



OUR SERVERS ARE USING
TOO MUCH ELECTRICITY.
WE NEED TO VIRTUALIZE.



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I DID MY PART BY
READING ABOUT
VIRTUALIZATION IN
A TRADE JOURNAL. NOW
YOU DO THE SOFTWARE
PART.



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WHY IS YOUR PART
TAKING SO LONG?



I HIRED A CONSULTANT
TO HELP WITH OUR
VIRTUALIZATION
PROJECT BECAUSE I
DON'T TRUST EMPLOYEES
WITH ANYTHING
IMPORTANT.



I WILL DO THE
HEAVY THINKING WHILE
EACH OF YOU PERFORMS
YOUR USUAL DUTIES AS
OBSTACLES TO
PROGRESS.

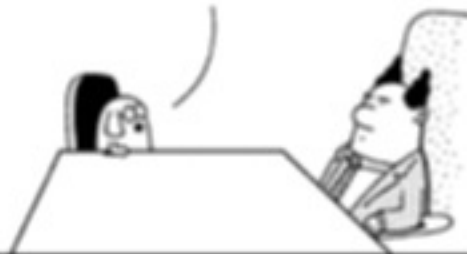


YOU SAID
THIS IS
MY
PROJECT!

I'LL LET
HIM UNPLUG
SOMETHING.



THERE'S NO NEED TO
WORRY ABOUT THE
SERVER VIRTUALI-
ZATION PROJECT.



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IN PHASE ONE,
A TEAM OF BLIND
MONKEYS WILL UNPLUG
UNNECESSARY SERVERS.



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IN PHASE TWO, THE
MONKEYS WILL HURL
SOFTWARE AT
WHATEVER IS LEFT.



THE SERVER
VIRTUALIZATION
PROJECT IS DONE,
AND THERE ARE NO
TROUBLE TICKETS.



MY RATES MIGHT
SEEM STEEP, BUT
REMEMBER, THERE
ARE NO TROUBLE
TICKETS.



OUR ONLINE
TROUBLE TICKET
SYSTEM IS BROKEN.



I HEARD A RUMOR
THAT YOU'RE HIGHLY
TALENTED.



THAT MEANS YOU'LL
LEAVE THIS COMPANY
ANY MINUTE. I CAME
TO SALVAGE WHATEVER
ASSETS YOU LEAVE
BEHIND.



IS HE THE
TALENTED
GUY?



BACK OFF!
I'M ALREADY
CHASING
THIS
AMBULANCE.





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HERE'S YOUR ASSIGNMENT. DO IT! DO IT! DO IT, YOU IDIOT!

WHAT KIND OF MANAGEMENT IS THAT?

THAT'S CALLED TOUGH LOVE.

TOUGH LOVE ONLY MAKES SENSE IF I AM DOING SOMETHING WRONG AND REFUSE TO CHANGE.

WELL, SOMETIMES MORE IS LESS.

THE SAYING IS "LESS IS MORE," NOT "MORE IS LESS."

IF LESS EQUALS MORE, THEN MORE MUST EQUAL LESS.

DUH.

THIS IS THE PART WHERE YOU USUALLY REFUSE TO ADMIT YOU ARE WRONG.

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DON'T GET TOO FRIENDLY WITH THE NEW GUY. HIS ARMPITS ARE 66 INCHES OFF THE GROUND.



HE SEEMS NICE. I FAIL TO SEE HOW THE HEIGHT OF HIS ARMPITS IS RELEVANT.



YOU'LL SEE.

HEY, LITTLE BUDDY. LET ME TELL YOU ABOUT MY WEEKEND.





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OUR SURVEILLANCE
CAMERAS CAUGHT YOU
POSTING THIS ANTI-
MANAGEMENT COMIC
ON THE WALL.



THIS COMIC COMPARES
MANAGERS TO DRUNKEN
LEMURS.



DO YOU
THINK
DRUNKEN
LEMURS
ARE LIKE
MANAGERS?



NO. SOME
LEMURS
CAN HOLD
THEIR
LIQUOR.

WALLY, I HAVE TO
FIRE YOU FOR POSTING
A COMIC COMPARING
MANAGERS TO DRUNKEN
LEMURS.



YOU WON'T BE ELIGIBLE
FOR UNEMPLOYMENT
BENEFITS UNLESS YOU
CAN PROVE YOU WERE
STUPID AS OPPOSED TO
MALICIOUS.



CAN YOU
PROVE
YOU'RE
STUPID?



IS THERE
ANOTHER
EXPLANATION
FOR WORKING
HERE?



I DON'T HOLD ANY
GRUDGES ABOUT BEING
FIRED FOR HANGING
A COMIC ON THE
WALL.



THE COMPANY WILL
BE FINE WITHOUT MY
SECRET AND EXCLUSIVE
KNOWLEDGE OF THE
CRITICAL SYSTEMS.



IF THE FRAMISTAN
STARTS TO GABOL,
JUST PURGE THE
CACHE WITHIN SIXTY
SECONDS AND THE
SERVERS WON'T
EXPLODE.



THE DOGBERT GAZETTE
IS DOING A STORY ON
YOUR FIRING OF AN
EMPLOYEE FOR POSTING
A COMIC ON THE WALL.



I NEED SOME QUOTES
THAT SUPPORT MY
THESIS OF YOU BEING
A HUMORLESS STAIN
ON THE SOUL OF
HUMANITY.



WOULD YOU SAY
YOU WORSHIP SATAN,
OR DO YOU SIMPLY
RESPECT HIS NO-
NONSENSE APPROACH
TO DISCIPLINE?





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I'M GOING TO A
SINGLES MIXER
TONIGHT

DO YOU HAVE
ANY ADVICE?

DON'T I
ALWAYS?

IT'S ALL ABOUT
KNOWING WHAT
A WOMAN NEEDS.

FIND A WOMAN
WHO LOOKS HOT,
CARVE HER OUT
FROM THE HERD
AND READ THIS.

WHAT
IS IT?

IT'S THE
ULTIMATE
PICK UP
LINE.

UM... HI.
EXCUSE
ME.

"CRITICISM
COMPLETES
ME."

HE'S A
KEEPER.

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I'M BOB THE ESQUIRE
DINOSAUR. YOUR EX-
EMPLOYEE, WALLY, HIRED
ME TO SLAP YOU WITH
A SUIT FOR FIRING
HIM.



TAKE OFF YOUR
SUIT SO I CAN SLAP
YOU WITH IT.



NOT NOW. HE'S BEING
SLAPPED WITH A SUIT,
AND I DON'T WANT TO
RUIN THE RHYTHM.



BOB THE ESQUIRE
DINOSAUR

I SLAPPED YOUR EX-
BOSS WITH HIS OWN
SUIT UNTIL HE AGREED
TO REHIRE
YOU.



IT ONLY TOOK TEN
MINUTES TO MAKE
HIM AGREE, AND
ANOTHER HOUR TO
MAKE HIM CONVINCE
ME THAT HE
LIKED IT.



HOW MUCH DO I
OWE YOU FOR ALL
THE FUN?

THIS ONE
IS PRO
BONO.



EACH DEPARTMENT
THAT SIGNS OFF ON
THE PROPOSAL ADDS
A BRICK TO THE WALL
OF APPROVAL.



QUESTION: WHAT
WOULD HAPPEN IF I
FLUNG ONE OF THOSE
CONCEPTUAL BRICKS
AT YOUR CONCEPTUAL,
STUPID HEAD?



THEY WARNED
ME YOU WERE A
TOUGH AUDIENCE.



I REALIZE YOU
DON'T LIKE THE NEW
INFORMATION SERVICES
APPROVAL POLICY.



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BUT I WOULD
APPRECIATE IT IF
YOU DIDN'T BUILD
EFFIGIES OF ME OUT
OF COFFEE SUPPLIES.



SERIOUSLY.
IT'S CREEPING
ME OUT.



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CATBERT, THE EVIL
DIRECTOR OF HUMAN
RESOURCES, POSTS A
JOB OPENING.

REQUIREMENTS:



CANDIDATE MUST
HAVE AN I.Q. OF 300,
TWO CENTURIES OF
UNIX EXPERIENCE AND
A TRACK RECORD OF
WINNING NOBEL PRIZES.



90% OF MY JOB
IS CONVINCING
PEOPLE THEY DON'T
DESERVE THEIRS.



I HAVE ALL OF THE
JOB REQUIREMENTS
YOU'RE LOOKING FOR.

I HAVE AN I.Q. OF 300,
SEVERAL NOBEL PRIZES,
AND TWO CENTURIES
OF UNIX EXPERIENCE,
THANKS TO THE TIME
MACHINE AND THE
IMMORTALITY DRUG
I INVENTED.

THAT'S A
LOT OF
WORDS FOR
"TOO OLD."



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BY

SCOTT ADAMS

WHAT DO YOU THINK OF MY IDEA?

IT WON'T WORK.

WHY NOT?

DO YOU WANT THE LONG ANSWER THAT YOU WON'T UNDERSTAND BECAUSE YOU POSSESS NEITHER THE EXPERIENCE NOR THE EDUCATION NEEDED?

OR THE DISMISSIVE AND INSULTING ANSWER THAT HAS THE ADVANTAGE OF BEING QUICK?

ANOTHER ADVANTAGE OF THE INSULTING ANSWER IS THAT YOU CAN TELL PEOPLE I REJECTED YOUR IDEA BECAUSE I DIDN'T THINK OF IT MYSELF.

I GUESS I'LL TAKE THE INSULTING ANSWER.

FINE. YOUR IDEA IS DUMBER THAN SNAKE MITTENS.

WHAT DO YOU HAVE AGAINST SNAKE MITTENS?

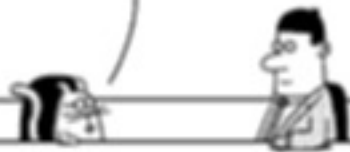
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1-1-08

THIS COMPANY IS
LIKE A FAMILY. OUR
CULTURE IS BASED
ON TRUST AND
RESPECT.

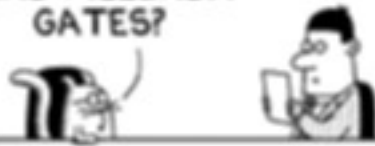


NOW SIGN THIS
DOCUMENT THAT SAYS
WE CAN TEST YOU FOR
DRUGS AND SEARCH
YOUR COMPUTER AND
YOUR OFFICE.



CAN I BORROW
YOUR PEN?

DO I LOOK
LIKE BILL
AND MELINDA
GATES?



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

I'D LIKE TO CHANGE
MY JOB TITLE TO
SOMETHING WITH
"ARCHITECT" IN IT.



MY DREAM IS TO
DO LESS WORK WHILE
ALLEGEDLY BEING
MORE VALUABLE.



THE BEST
I CAN DO
IS "CODE
MONKEY."



HOW
ABOUT
"SOFTWARE
SIMIAN"?



I USED TO HAVE A
BROTHER, BUT A
PIANO FELL ON HIS
HEAD.



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HEE
HEE!



SOMETIMES I
LAUGH AT THE
WRONG TIMES.



CAROL, I E-MAILED
YOU THE DEPARTMENT
PAYROLL REPORT TO
REFORMAT.



DON'T LET ANYONE
SEE IT BECAUSE THEY
MIGHT...



EXACTLY.
THEY MIGHT
DO THAT.



YOU'D BE HAPPIER IF
YOU RENOUNCED YOUR
ADDICTION TO THE
INTERNET AND LIVED
FOR THE MOMENT.



ARE YOU REFERRING
TO THE MOMENT WHEN
THERE'S A RAT ON
MY BED GIVING ME
BAD ADVICE?

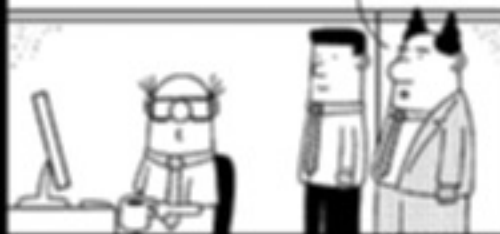


HOW
ABOUT
NOW?

PERFECT. DON'T
CHEW ON THE
WI-FI SIGNAL
BOOSTER.



WALLY, THIS IS YOUR
NEW TEAM LEADER. HE
SPELLS HIS NAME LIKE
JESUS BUT IT'S PRO-
NOUNCED HAY-SOOS.



IF YOU DO WHAT
JESUS WOULD DO, YOU
CAN ENJOY YOUR
RETIREMENT.



I HAVE
A COFFEE
STAIN THAT
LOOKS JUST
LIKE YOU.

I GET
THAT
A LOT.





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BY

SCOTT ADAMS

OUR ONLINE BUDGET
APPROVAL SYSTEM
ISN'T WORKING.

THERE'S A PROCESS
FOR MAKING CHANGES
TO THE SYSTEM, BUT
I DON'T KNOW IT.

I COULD TAKE A CLASS
TO LEARN THE PROCESS,
BUT THERE'S ALSO A
PROCESS FOR APPROV-
ING CLASSES.

I COULD LEARN THE
PROCESS FOR APPROVING
CLASSES, BUT I'D STILL
NEED APPROVAL FOR A
BUDGET VARIANCE TO
TAKE THE CLASS.

AND I CAN'T GET
THAT BECAUSE THE
ONLINE BUDGET
APPROVAL SYSTEM
IS BROKEN.

I CAN'T EVEN HAVE
THIS CONVERSATION
BECAUSE IT WILL MAKE
ME CHARGE TOO MUCH
OF MY ENGINEERING
TIME TO ADMINIS-
TRATIVE OVERHEAD.

SO I'LL GO SIT IN
MY CUBICLE AND
PRETEND TO BE
THINKING ABOUT A
BILLABLE PROJECT.

IT LOOKS LIKE I'LL
BE EXAGGERATING
MY ACCOMPLISHMENTS
AGAIN THIS YEAR.

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1-1-10

PRONOUNCED HAY-SOOS

WITH A NAME LIKE
JESUS, I CAN'T
PROMISE I WON'T
MOCK YOU.



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BALDNESS
BE GONE.



I'M NOT
LAZY...
AND I CAN
SEE!



DON'T
SPILL
YOUR
WINE.



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IT'S PRONOUNCED
HAY-SOOS

MY NAME IS JESUS,
AND I SEEK TWELVE
PEOPLE TO WORK ON
MY PROJECT.



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I AM THE SAVER OF
DATABASES. JOIN ME
TO UPGRADE OUR
SYSTEMS.



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FIRST,
WE'RE ALL
GOING TO
LUNCH.



I HAVE
A BAD
FEELING
ABOUT
THIS.



PRONOUNCED HAY-SOOS

THE NEW TEAM
LEADER, JESUS, IS
GAINING QUITE A
FOLLOWING.



HE FIXED MY
EYESIGHT AND MADE
MY HAIR REGROW. I
THINK HE WANTS YOUR
JOB AS CEO.



FOR FORTY
SHARES OF
STOCK, I
COULD POINT
HIM OUT AT
LUNCH.



I'LL
PUNCH
HIS
PILOT
LIGHT
OUT!



PRONOUNCED HAY-SOOS

DID YOU FIND OUT
WHO RATTED YOU
OUT, JESUS?



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FZEEET!



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MAYBE YOU HAVE
A WAY OF FINDING
OUT THAT SORT
OF THING.



PRONOUNCED HAY-SOOS

JESUS, I
THOUGHT YOU
GOT DOWN-
SIZED.



I CAME
BACK.



TELL THE OTHERS I
WAS DOWNSIZED SO
I COULD RETURN AS A
CONSULTANT AND SAVE
THEIR PENSIONS.



I SHOULD
HAVE WRITTEN
THAT DOWN.



DILBERT ASKED ME A QUESTION IN FRONT OF THE ENTIRE GROUP THAT I ALREADY ANSWERED LAST WEEK.



WHAT KIND OF GAME IS HE PLAYING?



MAYBE HE FORGOT YOUR ANSWER.



THAT'S CRAZY TALK.





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MY MANAGEMENT
PHILOSOPHY IS
"MEASURE TWICE,
CUT ONCE."



THAT ONLY MAKES
SENSE IN A NARROW,
AND GENERALLY
ARCHAIC, SET OF
CONDITIONS.



IN SOFTWARE
DEVELOPMENT, THE
ITEM BEING CUT,
METAPHORICALLY
SPEAKING, IS OFTEN
PLENTIFUL AND
INEXPENSIVE.



IN MANY CASES, THE
COST OF MEASURING
INCORRECTLY IS LOW
COMPARED TO THE
TIME WASTED DOING
TWO MEASUREMENTS
BEFORE EVERY ACTION.



YOUR PHILOSOPHY
IS BETTER SUITED
FOR ROCK CARVING
THAN WEB DESIGN.



DO YOU HAVE ANY
WISE SAYINGS THAT
INVOLVE CHURNING
YOUR OWN BUTTER, OR
PUTTING SADDLES ON
DINOSAURS?



DON'T BITE
THE HAND THAT
FEEDS YOU.



I HAVE
DIRECT
DEPOSIT.



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THAT'S MY PLAN.
NOW I'D LIKE TO
OPEN THE FLOOR TO
YOUR SOUL-CRUSHING
NEGATIVITY.



YOU HAVE WRITTEN
HUMANITY'S FINAL
CHAPTER!

DARKNESS
STALKS US!

I'LL
NEVER
KNOW
LOVE!



ANTICIPATING
IT DIDN'T
HELP.



MY PESSIMISTIC
COWORKERS HAVE
CRUSHED MY SOUL.
NOW I AM NOTHING
BUT MEAT WITH
CLOTHES.



YOU CAN REGAIN
YOUR SOUL BY
VOLUNTEERING TO
HELP THE LESS
FORTUNATE.



WHO IS
LESS
FORTUNATE
THAN ME?

ANYONE
YOU
DATE.



I LOOK DIFFERENT
FROM MY ONLINE
PICTURE BECAUSE IT
WAS TAKEN BEFORE
MY COWORKERS
CRUSHED MY SOUL.



WOULD YOU LIKE TO
HEAR AN ENDLESS
SERIES OF STORIES
ABOUT A COWORKER
YOU DON'T KNOW?



OKAY.

REALLY?
GEE, YOU
MUST HAVE
SOME HUGE
DEFECTS OF
YOUR OWN.



I DON'T
DESERVE
TO BE
HAPPY!

THE WORLD'S SMARTEST
GARBAGE MAN SAYS I
NEED TO HELP SOMEONE
LESS FORTUNATE TO
REGAIN MY SOUL.



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DON'T LOOK
AT ME. I'M
HAPPIER
THAN A
TICKLED
CLAM.



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I BROUGHT YOU
SOME FLOWERS,
DEAD PERSON.



CATBERT: EVIL DIRECTOR
OF HUMAN RESOURCES

IS THERE A COMPANY
SPONSORED PROGRAM
FOR REGROWING MY
LOST SOUL?



NO, BUT I'D BE HAPPY
TO BAT YOUR DRIED-UP
HEAD UNTIL IT SNAPS
OFF.



I HAVE
TROUBLE
SAYING
NO TO
FREE
STUFF.



I HEAR YOUR SOUL
WAS CRUSHED AND
CATBERT SLAPPED OFF
YOUR DRIED-UP HEAD.



TRY THIS JUICE I'VE
BEEN SELLING ON THE
SIDE. IT'S MADE FROM
ACTUAL BERRIES.

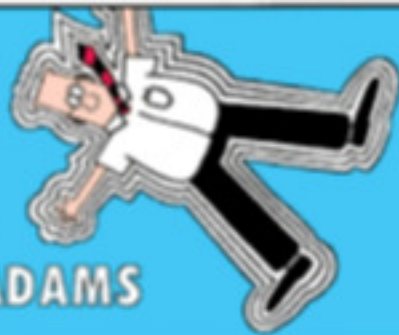


OH, CRUD.
THAT WAS
THE
PLACEBO.





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WHERE CAN I PUT
THIS IMPORTANT
DOCUMENT SO IT
WON'T GET LOST IN
YOUR DESK CLUTTER?



I'LL FLATTEN MY
HAIR SO YOU CAN
LEAVE IT ON TOP
OF MY HEAD.



ARE
YOU
HAPPY?



I DIDN'T
KNOW HAPPY
WAS AN
OPTION.



CAROL, I HIRED FAMED
ARCHAEOLOGIST DOGBERT
TO FIND THE BUDGET
REPORT IN THE CLUTTER
OF YOUR DESK.



THIS APPEARS TO BE
A COPIER REPAIRMAN
SKULL, POSSIBLY A
RICOH OR KYOCERA.



I THINK
HE USED
TOOLS.

NOT
FAST
ENOUGH.





YOU'RE
LATE, AS
ALWAYS.

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YOU MEAN TWICE, IF
YOU INCLUDE THE TIME
YOU FORGOT TO SET
YOUR WATCH BACK BY
AN HOUR.



AND THIS
TIME WHEN
YOU E-MAILED
THE WRONG
START TIME?



OH, LOOK
HOW YOU
TRY TO
FLIP IT
AROUND!



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MY CABLE SYSTEM
WASN'T WORKING LAST
NIGHT. I DIDN'T HAVE
TV OR INTERNET.



SO I STARED AT THE
WALL UNTIL IT WAS
TIME FOR BED.



I CONSIDERED
CARVING A CANOE
OUT OF A TREE TRUNK,
BUT IT SEEMED LIKE
A LOT OF WORK.



IT'S OBVIOUS
WHAT I NEED
TO DO NEXT.



BUT I'LL LET YOU
TELL ME SO YOU
CAN MAINTAIN THE
ILLUSION OF VALUE.



STOP
BEING
THIS
WAY.

I SAW
THAT
COMING
A MILE
AWAY.



DILBERT SAYS I'M
PREDICTABLE. AM
I PREDICTABLE?



GESUNDHEIT
IN ADVANCE.



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MUST... CONTROL
SNEEZE. MUST... NOT
BE... PREDICTABLE.



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MROOMPH!



YESTERDAY
I DREW A
PICTURE OF
WHAT THIS
WOULD LOOK
LIKE.





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I'D LIKE TO GIVE
YOU A RAISE BUT I
USED THE ENTIRE
BUDGET ON A NEW
COFFEE MAKER.



IT'S A
NICE ONE.



THERE'S
TALK THAT
I PAID TOO
MUCH FOR
YOU.



YOU MUST
BE THE NEW
COFFEE
MACHINE.



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TKOOP!



IT'S AGGRESSIVE,
BUT I LIKE THAT IN
MY COFFEE MAKERS.



ALICE, I WANT YOU
TO INTERVIEW A
JOB CANDIDATE.
LET ME KNOW WHAT
YOU THINK.



WHY DID
YOU LEAVE
YOUR LAST
JOB?



I PUNCHED
MY BOSS.



HE'S EXACTLY
WHAT WE NEED.



MY PROJECT IS ON
HOLD. DO YOU NEED
ANY HELP ON YOURS?



SURE. CALL THESE
CUSTOMERS AND TELL
THEM WE CAN'T DELIVER
ON TIME OR WITH THE
FEATURES THEY NEED.



DO YOU HAVE ANY
TASKS THAT **DON'T**
FEEL LIKE GETTING
WATERBOARDED ON
YOUR BIRTHDAY?



AND TELL
THEM THE
PRICE WENT
UP.

MORDAC, THE PREVENTER
OF INFORMATION
SERVICES

DO YOU KNOW HOW THE
SYSTEM DISTINGUISHES
BETWEEN AUTHORIZED
AND ILLEGAL
ACCESS?



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IT
DOESN'T.



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MY BOSS SENT ME
TO REPRESENT HIM
AT THIS MEETING.



FUH-FUH-FUH
EVERYTHING COSTS
TOO MUCH.
FUH-FUH-FUH WE
DON'T HAVE ENOUGH
RESOURCES!



THAT
DOESN'T
HELP US.

HEY, I'M
NOT THE
ONE WHO
INVITED
HIM.





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WALLY, DO YOU HAVE
THE CAPITAL COST
ESTIMATES I ASKED
FOR LAST WEEK?

NO. I ALWAYS ASK YOU
TO CLARIFY WHAT YOU
NEED. YOU SAY YOU'LL
GET BACK TO ME BUT
YOU NEVER DO.

MAYBE I
COULD
CLARIFY
IT NOW.

THAT
WOULD
RUIN MY
SYSTEM.

YOU'RE FIRED!



NOT REALLY.
—
BUT NOW THIS
2% RAISE WON'T
SEEM SO BAD.



THIS JOB IS ALL
ABOUT MANAGING
EXPECTATIONS.



GREETING,
TROGLODYTES.
I AM FROM
THE MILLENNIUM
GENERATION.



I WAS FORGED IN THE
DIGITAL AGE. I WILL
USE MY KNOWLEDGE OF
MYSpace.COM AND
YOUTUBE AND E-MAIL
TO RULE THIS PLANET.



WOW, YOU'RE RIGHT.
HE DOESN'T HAVE MUCH
UPPER BODY STRENGTH.



DID YOU
MAKE THE
CHANGES I
ASKED FOR?

THAT
DEPENDS.

DO YOU REMEMBER
WHAT YOU ASKED
ME TO CHANGE?

NO.

YUP, I
MADE THE
CHANGES.

HEED MY ADVICE,
YOUNG ASOK. ONLY
AN IDIOT FINISHES
A PROJECT BEFORE
THE DEADLINE.



THE LESS TIME YOU
GIVE PEOPLE TO NITPICK,
THE MORE TIME YOU
HAVE TO PRETEND YOU
ARE OVERWORKED.



FREEDOM IS JUST
ANOTHER WORD FOR
PEOPLE FINDING OUT
YOU'RE USELESS.



MATT THE TEMP

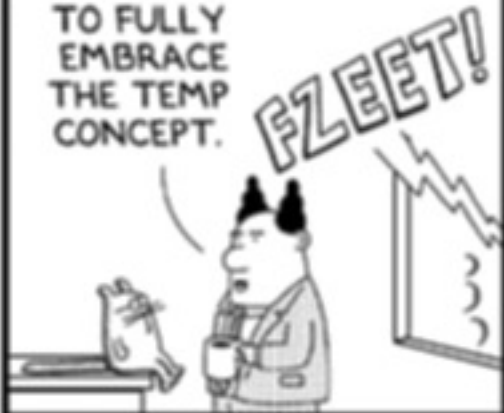
OUR PARKING LOT
FLOODED AFTER THE
BIG STORM.



I NEED YOU TO WADE
OUT THERE AND FIND
OUR DOWNED POWER
CABLES.



HE SEEMS
TO FULLY
EMBRACE
THE TEMP
CONCEPT.





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ALICE, I'M HOPING WE CAN WORK TOGETHER ON THIS PROJECT IN THE SPIRIT OF COOPERATION.

I'LL HAVE SOME IDEAS. AND YOU'LL HAVE SOME IDEAS, AND TOGETHER WE CAN PICK THE BEST ONES.

SURE, THAT'S ONE APPROACH.

BUT I PREFER TO EXHALE DEEPLY AND ROLL MY EYES WHILE YOU PRATTLE.

THEN I WILL VERBALLY DEMOLISH YOUR LUDICROUS IDEAS, AND DISMANTLE YOUR MISTAKEN SELF-IMAGE AS A COMPETENT MAN.

THE CARNAGE WILL CREATE A STRIKING CONTRAST FOR THE WARM, CLEAR GLOW OF MY BRILLIANT IDEAS.

LATER, I WILL ROUND OUT THE PACKAGE BY SPREADING AMUSING STORIES ABOUT HOW IGNORANT YOU ARE.

IS THERE ANY CHANCE OF DOING IT MY WAY?

NOW WATCH THE EYES.

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LOUD HOWARD INSISTS
ON USING HIS SPEAKER-
PHONE IN HIS CUBICLE.
YOU HAVE TO DO SOME-
THING ABOUT IT.



I'LL MOVE HIM TO
A PRIVATE OFFICE
THAT JUST BECAME
AVAILABLE. PROBLEM
SOLVED.



I NEED TO PUNCH YOU
UNTIL WE BOTH FORGET
WHAT HAPPENED HERE.



SPARE THE
GLASSES.

I WANT THE ENTIRE
STAFF TO MEET AT
10 AM. EVERY DAY FOR
A FIVE-MINUTE HUDDLE.

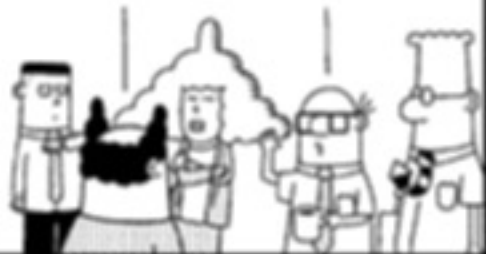


WE'LL USE THIS HIGH-
ENERGY STAND-UP
MEETING TO SOLVE
PROBLEMS AND SHARE
SUCCESSSES.



WHO HAS
A PROBLEM
THAT CAN BE
SOLVED IN
A MINUTE?

I'M
TIRED.
CAN I
SIT ON
YOU?



WHO HAS SOME
SUCCESSSES TO SHARE
AT OUR 5-MINUTE
DAILY HUDDLE?



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OKAY... ARE
THERE ANY
OBSTACLES?



EVERY-
THING.

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YOU LET DILBERT
HAVE TWO FLAT SCREEN
MONITORS IN HIS
CUBICLE.



I'M NOT THE LEAST
BIT ENVIOUS, BUT I
SHOULD POINT OUT
THAT A WORKER WITH
TWO MONITORS SHOULD
BE ABLE TO DO TWICE
AS MUCH
WORK.



DID YOU KNOW
THERE ARE SOME
ADVANTAGES TO
HAVING ONLY
ONE MONITOR?



I WANT YOU TO HAVE
THE SAME EMOTIONAL
INVESTMENT IN THIS
COMPANY AS YOU HAVE
WITH YOUR FAMILIES.



I'M
DIVORCED.

I'M
SINGLE.

I HAVE
NEVER
BEEN
KISSED.



MISSION
ACCOMPLISHED.



THANKS TO MARKETING,
SALES HAVE INCREASED
100%!



QUESTION: ARE YOU
ASKING A ROOM FULL
OF ENGINEERS TO BE
EXCITED ABOUT A BIG
PERCENTAGE INCREASE
OVER A TRIVIAL BASE?



YOU LEAVE ME NO
CHOICE BUT TO GIVE
YOU THE STINK EYE.



OW! OW!
MAKE IT
STOP!



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BEWARE THE POWER
OF STINK EYE, INTERN.
I WILL MAKE YOU BOW
TO MY WILL!



GAAA!!!

MUST... USE...
BANNED TELEKINETIC
POWERS TO NEUTRALIZE
THREAT.



GARRR!!

YOU HAVE A CALL FROM
THE INDIAN INSTITUTE
OF TECHNOLOGY. IT'S
SOMEONE FROM THE
DEPARTMENT OF THINGS
YOU SHOULDN'T DO.



ASOK, YOU MUST
RETURN TO THE
INDIAN INSTITUTE
OF TECHNOLOGY TO
EXPLAIN YOUR ILLEGAL
USE OF TELEKINESIS.



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ASOK, YOU HAVE
VIOLATED THE INDIAN
INSTITUTE OF TECH-
NOLOGY'S BAN ON THE
USE OF TELEKINESIS
IN THE UNGIFTED
WORLD.



YOUR PUNISHMENT
IS 30 YEARS IN THE
BOX.



WHERE
WERE YOU
THIS
MORNING?



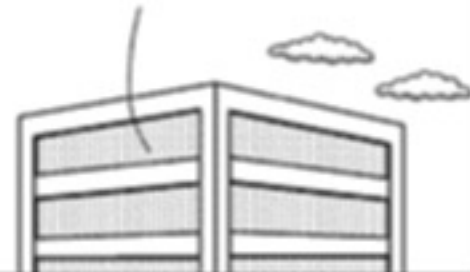
THE COMPANY
HAS DECIDED TO
EXPLORE STRATEGIC
ALTERNATIVES.



IS THAT ANOTHER
WAY TO SAY THE
COMPANY IS FOR
SALE AND WE'LL ALL
BE FIRED BY OUR
NEW CORPORATE
OVERLORDS?



WHAT ANSWER
WILL SPARK THE
LEAST EMPLOYEE
VANDALISM?



WE COULD ONLY FIND
ONE COMPANY IN THE
GALAXY WILLING TO
FORM A STRATEGIC
ALLIANCE WITH US.



ADMIRAL B'TANG—
B'TANG IS HERE TO
DESCRIBE HOW WE
CAN HELP EACH
OTHER.



STOP SAYING
"FOOP," TED.



DILBERT, I NEED YOU
TO HANDLE THE DUE
DILIGENCE FOR OUR
ALLIANCE WITH THE
GALACTIC PROTEIN
CORPORATION.



FIND OUT IF THEY
HAVE ANY HIDDEN
ISSUES WE SHOULD
KNOW ABOUT.



IS THIS A
BAD TIME?





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I RECOMMEND WE
CANCEL OUR PLANNED
MERGER.



THEY PLAN TO OPEN A
CHAIN OF FAST FOOD
RESTAURANTS USING
OUR EMPLOYEES AS A
SOURCE OF PROTEIN.



IF WE ALWAYS
WAITED FOR THE
PERFECT SITUATION,
WE'D NEVER GET
ANYTHING DONE.



I NEED AN IMPROBABLE
SOLUTION TO A WORK
PROBLEM.

DEUS EX
MACHINA
SERVICES

SURE. I CHARGE
ONE MILLION DOLLARS
FOR EACH IMPROBABLE
SOLUTION.

OKAY, THEN I ALSO
NEED AN IMPROBABLE
WAY TO GET THINGS
FROM YOU FOR FREE.

STOP BREAKING
MY BUSINESS
MODEL.

YOU CAN THWART
THIS UNFRIENDLY
TAKEOVER BY USING
SOMETHING CALLED
A POISON PILL.



I KEEP ONE
IN MY WATCH.
I'LL TAKE IT
IMMEDIATELY.

THAT'S
NOT...



I SUPPOSE I COULD
FEED YOUR TAINTED
CEO CARCASS TO THE
EXECUTIVES OF THE
OTHER COMPANY.



I THWARTED THE
HOSTILE TAKEOVER
BID, BUT YOUR CEO
DIED IN THE PROCESS.



I'LL FIND YOU
SOMEONE ELSE TO
BLATHER ABOUT
QUALITY WHILE
BEING GROSSLY
OVERPAID.



I LIKE
YOUR
LOOK, BUT
CAN YOU
BLATHER?

QUALITY IS
MY GLOBAL
ADDED VALUE!



OUR ALTERNATIVE
FUEL DIVISION HAS
FOUND A WAY TO
TURN FRESH WATER
INTO FUEL!



WOULDN'T THAT TURN
THE WORLD INTO AN
UNINHABITABLE
WASTELAND IN THE
LONG RUN?



NOT IF SOMEONE
FINDS A WAY TO
TURN OIL INTO
WATER.



YOU MUST BE
DILBERT. I'M THE
NEW GUY ON YOUR
PROJECT TEAM.



WHAT'S
THAT
FOUL
STENCH?



IT'S THE
STINK OF
FAILURE. IT
FOLLOWS
ME FROM
PROJECT TO
PROJECT.



HOW DO
I GET
IT OFF?!!



YOU CAN
DILUTE
IT BY
SHAKING
HANDS.





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CAN I COUNT ON YOUR
COOPERATION FOR THE
NEXT PHASE OF THE
PROJECT?



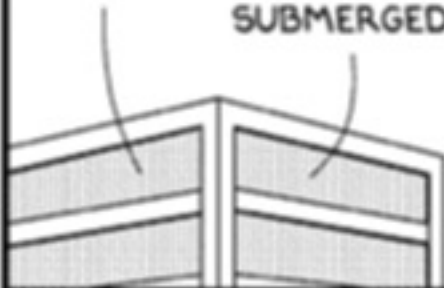
NO.

YOU EMIT THE MUSKY
SCENT OF FAILURE.
WOMEN CAN DETECT
THAT SORT OF THING.



WOULD
A BATH
FIX IT?

HOW LONG
ARE YOU
WILLING
TO STAY
SUBMERGED?



I ACQUIRED THE MUSKY
SCENT OF FAILURE. DO
YOU HAVE ANYTHING
THAT CAN GET RID OF
IT?



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TRY BEING
SUCCESSFUL AT
SOMETHING
IMPORTANT.



I WORK
IN A
FABRIC-
COVERED
BOX.



OKAY, THEN
TRY RUBBING
THIS BEHIND
BOTH EARS.



USE THE
CRS DATA-
BASE TO
SIZE THE
MARKET.



THAT
DATA IS
WRONG.



THEN
USE THE
SIBS
DATA-
BASE.



THAT
DATA IS
ALSO
WRONG.



CAN YOU
AVERAGE
THEM?



SURE. I CAN
MULTIPLY
THEM TOO.



I DIDN'T HAVE ANY
ACCURATE NUMBERS
SO I JUST MADE UP
THIS ONE.



STUDIES HAVE SHOWN
THAT ACCURATE
NUMBERS AREN'T ANY
MORE USEFUL THAN THE
ONES YOU MAKE UP.



HOW
MANY
STUDIES
SHOWED
THAT?

EIGHTY-
SEVEN.



THE COMPANY DECIDED
TO INVEST A BILLION
DOLLARS BASED ON YOUR
STUPID, MADE-UP
NUMBERS.



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YOU'VE CRUSHED
MY DREAMS OF A
BETTER TOMORROW.
NOW MY LIFE IS A
COLD, WET SLIDE
TO OBLIVION.



I FINALLY
MADE A
DIFFERENCE
AT WORK.



HOW
MANY
VICTIMS?



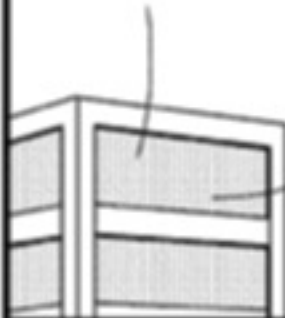
I CUT THE QUALITY
CONTROL BUDGET TO
FREE UP FUNDS TO
INCREASE OUR SALES
FORCE.



SO YOUR STRATEGY
IS TO SELL A LARGER
VOLUME OF DEFECTIVE
PRODUCTS?



THE QUALITY WILL BE
FINE. THE TESTS WILL
JUST TAKE LONGER.



SO...
IT'S AN
ANTIQUE
THING?



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WALLY, I CAN'T
OPEN THAT FILE
YOU E-MAILED.

SOUNDS LIKE YOU
NEED TO UPGRADE
YOUR VIEWER
APPLICATION.

WHICH MEANS YOU'LL
PROBABLY HAVE TO
UPGRADE YOUR
OPERATING SYSTEM.

YOU'D BETTER ADD
SOME RAM WHILE
YOU'RE AT IT.

BUT IT PROBABLY
MAKES NO SENSE TO
UPGRADE YOUR OLD
COMPUTER. THIS IS A
GOOD TIME TO GET
A NEW ONE.

HOW DO I GET
A NEW COMPUTER?

IT'S EASY.
I'LL SEND YOU
A FILE THAT
EXPLAINS IT.

ARE YOU
SENDING
CORRUPTED
FILES TO
PEOPLE
AGAIN?

ONLY IF
I THINK
THEY
DESERVE
IT.

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I NEED SOMEONE
TO MAKE TEN COPIES
OF THIS DOCUMENT.



IS THERE ANY RISK
THAT PERFORMING
THIS TASK WILL
MAKE ME APPEAR
LESS VALUABLE?



I NEED SOMEONE TO
TELL COPY BOY TO
GET TO WORK.



OUR BOSS ASKED ME
TO MAKE SOME COPIES.
BUT I FEAR DOING
SUCH A MENIAL TASK
WILL BRAND ME AS
UNIMPORTANT.



I WAS HOPING YOU
COULD MAKE THE
COPIES FOR ME SINCE
YOUR CAREER IS
ALREADY A BLOATED
CADAVER.



IF I AM READING
YOUR BODY LANGUAGE
CORRECTLY, YOU ARE
WONDERING "STAPLE
OR NO STAPLE?"



WHERE
ARE THOSE
COPIES I
ASKED YOU
TO MAKE?

I DEL-
EGATED
THAT
TASK TO
CAROL.

THIS SEEMS LIKE
A GOOD TIME TO
TAKE A PERSONAL
HALF-DAY.

I HAVE A
GOOD FEELING
ABOUT THIS.

WE JUST DISCOVERED
THAT YOU ASSIGNED
THE SAME PROJECT TO
BOTH OF US A MONTH
AGO.



SOMETIMES I DO THAT
WHEN I THINK NEITHER
OF YOU HAS MORE THAN
A 50% CHANCE OF DOING
SOMETHING RIGHT.



HEY, I JUST
DISCOVERED
SOMETHING.

OR
33.3%



DO YOU
HAVE THE
APPROVED
VENDOR
LIST?



HMMM,
ALICE AND
ASOK ASKED
FOR THAT
LIST TOO.



ARE YOU ONE OF THREE
PEOPLE ASSIGNED TO
THE SAME PROJECT
BECAUSE YOUR BOSS
BELIEVES NONE OF YOU
ARE RELIABLE?



MAYBE.



HMMM, AND
YOU'RE
THE LAST
ONE TO ASK
FOR THE
LIST.



BEFORE I GET TOO
INVESTED IN THIS
CONVERSATION, TELL
ME WHAT YOU DO FOR
A LIVING.



I'M ONE OF THREE
PEOPLE MY BOSS ASKED
TO DO THE SAME
ASSIGNMENT BECAUSE
HE DEEMS ALL OF US
UNRELIABLE.



THIS
IS WHY
I ASK.

THE OTHER
TWO PEOPLE
ARE TOTAL
LOSERS.





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BY

SCOTT ADAMS

ALICE, I CAN'T GIVE YOU THE MAXIMUM RAISE BECAUSE YOU DON'T RESPECT OTHER PEOPLE'S DIFFERENCES.

WHY ARE YOU DISCRIMINATING AGAINST ME FOR MY INTOLERANCE?

IF I AM INTOLERANT FOR SOME GENETIC REASON, THEN I CAN'T HELP IT.

AND IF I'M INTOLERANT BECAUSE I CAN'T LEARN TO BE OTHERWISE, THEN OBVIOUSLY I HAVE A LEARNING PROBLEM.

WHY IS IT ACCEPTABLE FOR YOU TO BE AN IDIOT BUT NOT ACCEPTABLE FOR ME TO NOTICE IT?

YOU NEED TO START APPRECIATING ME FOR MY INTOLERANCE!

AND WHILE I'M AT IT, ALLOW ME TO MENTION THAT A MONKEY'S SEAT CUSHION HAS BETTER VIEWS THAN WHAT I'M LOOKING AT RIGHT NOW.

I'M NOT QUITE SURE WHERE TO GO WITH THIS.

OOH! OOH! I HAVE A SUGGESTION.

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I WORKED ALL NIGHT
TO FINISH THE
ASSIGNMENT ON TIME.



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TOSS IT
ON THE PILE.



I'D FEEL BETTER IF YOU
USED A DIFFERENT
CHOICE OF WORDS.

PLOP IT
ON THE
TOP.



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I'M NOT ATTRACTED
TO YOU, BUT I'D LIKE
TO DATE YOU FOR ONE
MONTH.



THAT SHOULD BE LONG
ENOUGH TO RESOLVE
ANY TECH SUPPORT
ISSUES ON MY HOME
COMPUTER, CELL PHONE
AND HOME THEATER.



WOULD
THERE
BE ANY
KISSING?

WHAT KIND
OF GIRL DO
YOU THINK
I AM?



DILBERT, WHEN YOU
COME OVER TONIGHT,
WEAR YOUR TOOLBELT.



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BECAUSE
IT'S SEXY?



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THAT WOULD BE
BETWEEN YOU AND THE
SQUIRREL THAT KEEPS
CHEWING THE CABLE
FROM MY SATELLITE
DISH.



I FIXED YOUR SATELLITE
DISH CONNECTION AND
TUNED YOUR SURROUND
SOUND SYSTEM. NOW
CAN WE GO ON OUR DATE?



THAT WAS OUR DATE.
IN TEN MINUTES I'M
DATING A GUY WHO
WILL REPLACE THE
WATER FILTER IN MY
REFRIGERATOR.



I CAN
DO
THAT.



YOU'RE
WELCOME
TO STAY
AND FIGHT
HIM FOR IT.



I THINK MY GIRLFRIEND
IS ONLY DATING ME TO
GET FREE TECH SUPPORT.

I'M VERY
SURPRISED
YOU THINK
THAT.

BECAUSE IT'S
UNLIKELY?

BECAUSE IT
SHOWS SELF-
AWARENESS.

SHE
MIGHT
GROW
TO LOVE
ME.

AND...
BACK TO
NORMAL.

MY COMPUTER IS
BROKEN. I NEED A
NEW ONE.

WE DON'T
HAVE THE
BUDGET.



DO THINGS THAT
DON'T REQUIRE A
COMPUTER UNTIL THE
NEXT BUDGET CYCLE.



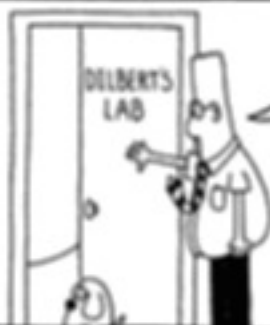
LIKE
CHURNING
MY OWN
BUTTER?

YOU MAKE
IT SOUND
CREEPY.



Dilbert

By Scott Adams



I'VE DECIDED WE SHOULD OPERATE ALONG MORE CLASSIC LINES, LIKE DR. FRANKENSTEIN'S LAB.



YOU KNOW WHAT THAT MAKES YOU?

I'VE GOT A HUNCH ...

LET'S PRACTICE ...

DOGBERT, FETCH ME A BRAIN !

LIKE YOUR PRESENT MODEL, OR ONE THAT WORKS ?

I CAN REMEMBER
WHEN THESE WERE
ONLY FIFTEEN CENTS.



BUT I'M REALLY
DATING MYSELF
NOW...



WELL, IT'S NOT
AS IF ANYBODY
ELSE WOULD
DATE YOU.



I'VE DECIDED TO
DEDICATE MY
LIFE TO THE
LESS FORTUNATE.



THAT'S VERY NOBLE
OF YOU, DOGBERT.
WILL YOU BE WORKING
WITH THE HOMELESS,
OR PERHAPS
THE HUNGRY?

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4-18



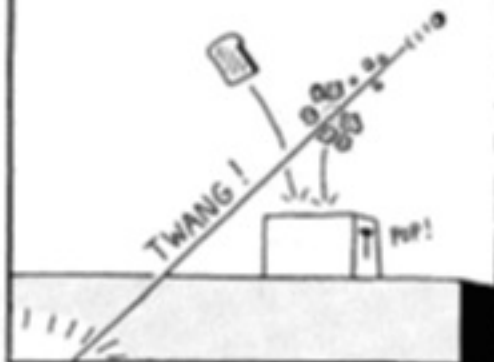
S. Adams

I THOUGHT I'D START
WITH PEOPLE WHO DIDN'T
BUY REAL ESTATE IN THE
70's ... MAYBE WORK
MY WAY UP TO THAT
OTHER STUFF.





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PEOPLE WHO DON'T PLAY
WITH THEIR FOOD ARE
MISSING A LOT.



S. Adams

I'M REALLY NERVOUS ABOUT
THIS PRESENTATION FOR
THE BIG BOSS. GOT ANY
TIPS FOR ME?



REMEMBER TO BRING
A BUNCH OF COINS TO
JANGLE SELF-CONSCIOUSLY
IN YOUR POCKETS.



...AVOID EYE
CONTACT AND
DON'T PAUSE TO
EXPLAIN YOUR
ACRONYMS.



I WISH I
COULD TELL
WHEN
YOU'RE
KIDDING.

MY NEW INVENTION
SCREENS OUT ALL
UNPLEASANT
SIGHTS. TRY IT.



WELL, WHAT DO
YOU THINK?



S. Adams

WHO SAID
THAT?

THE HAND THAT
USED TO FEED
YOU.



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4-2

I DON'T QUITE UNDERSTAND
WHAT SCIENTIFIC PRINCIPLE
YOU INTEND TO DISCOVER
WITH A BOWL OF SOUP
AND A NECKTIE.



I'M TESTING THE STRANGE
ATTRACTION BETWEEN
STAINING LIQUIDS
AND NEW TIES.



I WONDER HOW
NEWTON MISSED
THIS LITTLE
GRAVITATIONAL
ODDITY.

HE DIDN'T
WEAR A
NECKTIE.



Dilbert

By Scott Adams



HELLO. DO YOU REMEMBER
SELLING SOME HAIR GROWTH
FORMULA TO A BIG GUY
NAMED DILBERT?

UM...

PICK UP
PRESCRIPTIONS
HERE

WELL, I'M DILBERT, AND
APPARENTLY THERE ARE
SOME UNUSUAL SIDE
EFFECTS!

I TOOK TIME OUT FROM
MY THRIVING LAW
PRACTICE TO COME TALK
TO YOU ABOUT IT.



THANKS DOGBERT,
BUT I ONLY ASKED
YOU TO GET MY
PRESCRIPTION
REFILL ... NOT THE
DEED TO THE
PHARMACY.

IN THE LONG RUN
THIS IS MORE
COST-EFFECTIVE.

GREAT! THE ENGINEER'S
BALL IS BLACK TIE
THIS YEAR.



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I WILL BE RENTING A
TUXEDO FOR THE BALL,
AND I WOULD LIKE IT IF
YOU COULD KEEP
ANY SNIDE
COMMENTS TO
YOURSELF.



GOSH. EVEN I WOULDN'T
MAKE FUN OF A GUY WHO
WOULD PAY SIXTY-FIVE
BUCKS TO WEAR BORROWED
PANTS.

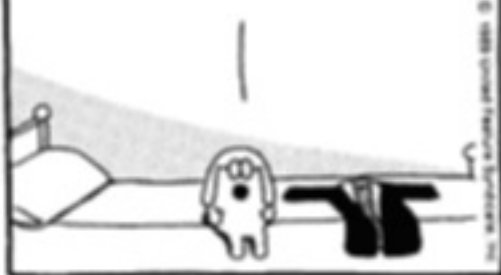


4-24 S. Adams

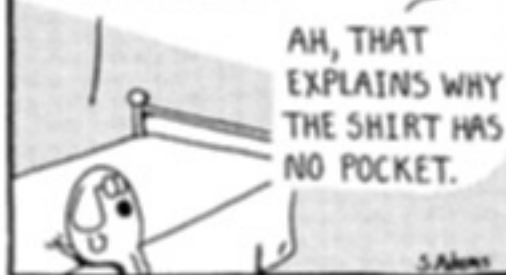
I THOUGHT I HAD THIS
TUXEDO THING FIGURED
OUT. BUT WHAT THE HECK
IS THIS?



OH, THAT'S THE KUMBER-
BUZLE. YOU WEAR IT ON
YOUR HEAD LIKE A
SWEATBAND.



THEN YOU CLIP
YOUR PENS AND
PENCILS TO THE
KUMBERBUZLE.



AH, THAT
EXPLAINS WHY
THE SHIRT HAS
NO POCKET.

OH NO... IF THIS GUY
TURNS LEFT WHEN I GO
RIGHT, WE'LL END UP
WALKING DOWN THE
HALL RIGHT NEXT
TO EACH OTHER.



I HATE THIS...
A HUGE, EMPTY
HALLWAY AND
HERE WE ARE
SYNCHRONIZED
LIKE TWO OF
THE ROCKETTES.



... SO THAT'S WHEN I
KNOCKED ON THE LADIES'
ROOM DOOR, YELLED
"JANITOR" AND DUCKED
INSIDE.

AT LEAST YOU
MAINTAINED
YOUR DIGNITY.



HOO-HOO-HEE-HA!

... NO, THAT'S NOT IT.



DO YOU SUPPOSE OTHER
PEOPLE PRACTICE
LAUGHING WHEN THEY'RE
ALONE?



OF COURSE.

TIME FOR
YOUR
SNEEZING
DRILL.

OTHER PEOPLE
MAKE IT LOOK
SO NATURAL.



AND WHAT CAN I
GET FOR YOU
LITTLE FELLOW?



S. Adams

I WANT IT ALL!! HA HA!
GIVE ME MOUTHWASH, GUM,
DEODORANT, LIPSTICK,
KRAZY GLUE, ROLAIDS
AND ... AND ...



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I PANICKED.

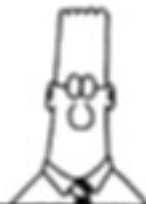


4-28

YOU KNOW WHAT
I JUST REALIZED,
DOGBERT?



THE LITTLE HAIRS ON
THE BACK OF MY HAND -
THEY NEVER GET ANY
LONGER.



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4-29

S. Adams

BEFORE I RESPOND,
JUST GIVE ME A
MOMENT TO BASK
IN THE RADIANCE
OF YOUR WISDOM.



Dinbert

By Scott Adams



HEY!
DROP THE
RAKE !!

WHO ARE
YOU?

I'M MOTHER NATURE,
WISEGUY, AND I DON'T
REMEMBER ASKING
YOU TO SHUFFLE
MY DEAD TWIGS
AROUND.

UH... GOSH, I WAS JUST
TRYING TO TIDY UP A
BIT FOR SPRING...

ARE YOU SAYING YOU
DON'T LIKE MY
HOUSEKEEPING !!

BUT I ...

THAT'S IT. NO DINNER
FOR YOU TONIGHT, AND
I'M SENDING LOCUSTS
TO EAT YOUR HOUSE.

OH GOOD, THE LAST
STOP OF THE DAY.



FREEZE, MORTAL!
LET ME SEE THE
EXPIRATION DATE
ON THAT MILK!



I CAN GO TO
HELL FOR
DRINKING
OLD MILK?!



NAH. I'M
FROM "HECK."
WE HANDLE
THE LITTLE
STUFF.



GOSH. I THOUGHT "HECK"
WAS JUST A FIGURE
OF SPEECH.

YEAH. A LOT
OF PEOPLE
THINK THEY
CAN GET AWAY
WITH MINOR
INFRACTIONS.



ACCORDING TO MY RECORDS,
LAST MONTH YOU
DELIBERATELY ASKED FOR
THREE LITTLE KETCHUPS
AT McDONALD'S WHEN
YOU KNEW YOU ONLY
NEEDED TWO.

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5-2



S. Niles

I KNEW THAT WOULD
COME BACK TO HAUNT
ME. LOOK, I STILL
HAVE THE EXTRA ONE.
I'LL GIVE IT BACK!



SHAME
SHAME...

GEE, IF YOU'RE THE RULER
OF "HECK" YOU MUST HAVE
SOME KIND OF AWESOME
NAME.



YEAH.

WELL, WHAT IS IT?
SOMETHING LIKE
"KING OF EVIL" OR
"LORD OF DARKNESS"?



YOU CAN CALL ME
PHIL, PRINCE OF
INSUFFICIENT LIGHT.



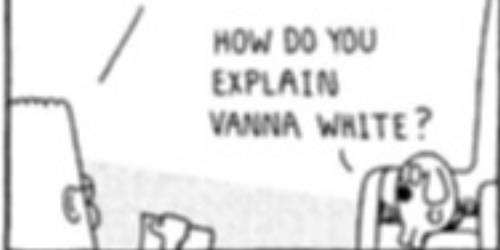
AH HAH! JUST AS I
SUSPECTED.



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HERE IT IS: MATHEMATICAL
PROOF THAT ATTRACTIVE SINGLE
WOMEN EXIST ONLY IN WHITE
VOLKSWAGEN RABBITS AND
AEROBICS CLASSES.

HOW DO YOU
EXPLAIN
VANNA WHITE?



I WONDER IF ISAAC
NEWTON HAD A DOG.

OR A
GIRLFRIEND.



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I THINK YOU SHOULD SEE
A LAWYER BEFORE
UNLEASHING THIS NEW
INVENTION ON
MANKIND.



LATER...

... I'M AFRAID MY NEW
INVENTION WILL EXPOSE
ME TO LOTS OF LAWSUITS.

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S. Adams 8-5



WILL YOU
ADVISE
ME ?

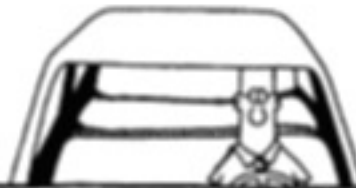
NO. SOUNDS
LIKE I CAN
MAKE MORE
MONEY BY
SUING YOU.



GEE, HOW COULD ANY-
BODY BE OPPOSED TO
BUILDING MORE ROADS?



EVERY TIME I SEE
HIGHWAY CONSTRUCC-
TION ...



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S. Adams

... SOME PROTESTER
HAS ALREADY PUT UP
A SIGN.



Dilbert

By Scott Adams



CHEZ DE
WHALES

THIS IS A VERY
FANCY PLACE,
DOGBERT, SO DON'T
EMBARRASS ME.



UH... TWO
PLEASE.
NON-SMOKING.

I'M AFRAID,
MONSIEUR,
THAT JACKETS
ARE REQUIRED.



YOU MAY WEAR THESE
COMPLIMENTARY HOUSE
JACKETS WHILE YOU
DINE.



YOU MUST ALSO WEAR
THESE BEAVER HATS
AND CLOWN FEET.



NEXT TIME MESSIEURS
WILL REMEMBER THEIR
JACKETS.



LOOKS LIKE
WE NARROWLY
AVOIDED
EMBARRASSMENT.



UH...EXCUSE
ME, EARTH
DOG.

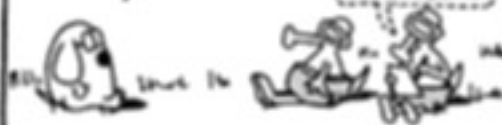


WE HAVE TRAVELED FROM
A DISTANT PLANET TO
FIND OUT WHY EARTH DOGS
ARE FORCED TO EAT FROM
DIRTY LITTLE BOWLS
WHILE HUMANS USE PLATES.



WELL, BASICALLY, IT'S
POLITICAL. IT ALL BEGAN
AFTER THE UNSUCCESSFUL
POODLE REBELLION IN
FRANCE, AROUND 1723...

BETTER USE
A PENCIL...



I'M WRITING MY FIRST
BUSINESS MANAGEMENT
BOOK, "MANAGING IN A
BUREAUCRACY."



"YOU KNOW YOU'RE IN A
BUREAUCRACY WHEN A
HUNDRED PEOPLE WHO
THINK 'A' GET TOGETHER
AND COMPROMISE ON 'B.'"



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THINK ANYBODY
WILL READ IT?



IT DOESN'T
MATTER. THE
REAL MONEY IS
ON THE LECTURE
CIRCUIT.

CHAPTER IV. "TIME
MANAGEMENT"

S. Adams

"ALWAYS POSTPONE
MEETINGS WITH
TIME-WASTING
MORONS."

HOW DO
YOU DO
THAT?

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CAN I GET BACK
TO YOU ON THAT?

5-10

WELCOME TO ELECTRODE
HUT. I'M HALF YOUR AGE,
AND I KNOW MORE ABOUT
ELECTRONICS THAN YOU
EVER WILL. MAY
I HELP YOU?



YES. I WOULD LIKE
A HALF-DOZEN NIAD
PULSE CONVERTERS
AND AN ANZA BRUSH.

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G-11 S. Adams

OR AM I
BLUFFING?



THIS GUY
IS GOOD.



DO YOU REALIZE THAT IF
WE STAY TOGETHER FOR
SEVEN YEARS, WE ARE
CONSIDERED MARRIED
BY COMMON LAW?



THAT MEANS I OWN
HALF OF ALL YOUR
WORLDLY POSSESSIONS.



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6-12

S. Adams

I PLAN TO SELL MY
HALF... MAYBE BUY
SOME TASTEFUL
THINGS INSTEAD.





IT'S SO AWKWARD TO
WALK PAST STRANGERS
IN HALLWAYS; YOU
ALWAYS GOTTA AVOID
EYE CONTACT.



I KNOW-I'LL WAIT
UNTIL WE'RE NEAR
AND THEN PICK UP
THAT LITTLE PIECE
OF FUZZ ON THE
CARPET THERE.



...THEN WE BOTH
WENT FOR THE
CARPET FUZZ.

SMOOTH.

Dilbert

By Scott Adams



... AND AS YOU CAN SEE ...

UH OH ... I GOT AN
ITCH IN MY NOSE.

... CAN'T SCRATCH IT
NOW WITHOUT LOOKING
UNPROFESSIONAL.

MAYBE I CAN CASUALLY
SCRATCH IT WITH ONE
SMOOTH GESTURE
TOWARD THE EASEL.

THERE'S A GOOD CHANCE
THEY THOUGHT IT WAS
PART OF THE PRESEN-
TATION.

DID THE PARAMEDICS
REMOVE THE POINTER
OR JUST TAPE OVER
IT?

WELL? WHAT DO
YOU THINK OF MY
NEW POEM?



I ONCE READ THAT GIVEN
INFINITE TIME, A
THOUSAND MONKEYS WITH
TYPEWRITERS WOULD
EVENTUALLY WRITE THE
ENTIRE WORKS OF
SHAKESPEARE.



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5-15 5-15 5-15

BUT WHAT ABOUT
MY POEM?



THREE MONKEYS,
TEN MINUTES.



I'VE DECIDED TO
MAKE SOME DOG
FRIENDS, BUT I
DON'T EVEN KNOW
WHAT OTHER DOGS
DO WHEN THEY
GET TOGETHER.



WELL, I SUPPOSE THEY
WOULD BARK LIKE IDIOTS,
RUN AROUND IN CIRCLES,
AND SNIFF EVERY PART
OF YOUR BODY.



I GUESS "SCRABBLE"
IS OUT OF THE
QUESTION.



NOTICE ANYTHING
DIFFERENT,
DOGBERT?

UH...

I'M WEARING
THREE PENS,
NOT JUST
TWO.

THAT'S A PRETTY BOLD
FASHION STATEMENT.

I GUESS I
WAS OUT OF
CONTROL.

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S. Adams 5-18

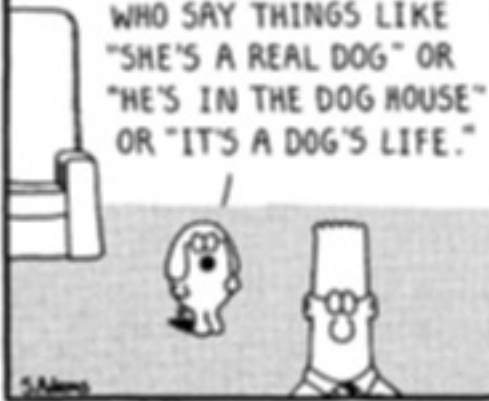


YOU KNOW WHAT
REALLY GRIPES
MY WAGGER?!



5-19

INSENSITIVE HUMANS
WHO SAY THINGS LIKE
"SHE'S A REAL DOG" OR
"HE'S IN THE DOG HOUSE"
OR "IT'S A DOG'S LIFE."



SOUNDS LIKE
A PET PEEVE.

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ALICE BROUGHT HER
NEW BABY TO THE
OFFICE TODAY.



WHAT ARE YOU SUPPOSED
TO SAY WHEN SOMEBODY
SHOWS YOU A BABY?

"PRECIOUS"
USUALLY
WORKS.



JUDGING FROM THE
REACTION, "BUG-UGLY"
WASN'T WHAT SHE
WAS LOOKING FOR.

© 2000
S.A. News



Dilbert

By Scott Adams



EXCUSE ME, MISS!



UH OH...



YOU DROPPED THIS
LITTLE BOOK TITLED
"ATTRACTIVE WOMEN'S
SECRET GUIDE TO
AVOIDING DILBERT."



WAIT A MINUTE! I
KNEW THERE HAD TO
BE SOME KIND OF
CONSPIRACY!!



IF I CAN BREAK
THIS CODE, IT
WILL CRIPPLE
THEIR ENTIRE
OPERATION!



MAYDAY !!!
MAYDAY !!!



DOGBERT, SIC !!!



SICK?
NO, BUT MY NOSE
IS A BIT DRY...



IMAGINE MY SURPRISE WHEN
I SAW THIS AD FOR DOCTOR
DOGBERT'S SEMINAR ON
DEVELOPING SELF-CONFIDENCE.
OKAY, WHAT'S THE SCAM?



I FIGURED THIS WOULD
BE A GOOD WAY TO FIND
A BUNCH OF MEEK PEOPLE
TO DO MY BIDDING. IF
THEY REFUSE, I'LL YELL AT
THEM AND HURT THEIR
LITTLE FEELINGS.



5-28

S. Adams

THEN I'LL LEVERAGE
THAT POWER INTO
VAST WEALTH OR
MAYBE WORLD
DOMINATION.



NO! BAD
DOGGY!

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I HAD AN IMAGINARY
FRIEND WHEN I WAS
A KID.



BUT HE TOLD ME I WAS
BORING AND HE RAN
AWAY.



THERE ARE TIMES WHEN
NO SNIDE COMMENT
SEEMS ADEQUATE.

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S. Adams C-23



I'M SORRY TO BOTHER
YOU AT WORK, DILBERT,
BUT APPARENTLY THE
FURNITURE HAS
BECOME POSSESSED
BY MISCHIEVOUS
SPIRITS.

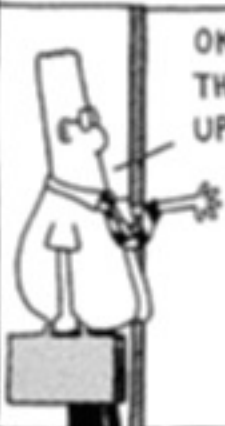


HE WANTS TO
KNOW WHO YOU
GUYS ARE.



UPHOLSTERYGEIST





OKAY, WHERE ARE
THESE SO-CALLED
UPHOLSTERYGEIST?

IN THE
LIVING
ROOM.



YOU TURN ON THE
VCR. I'LL GET
THE JANE FONDA
WORKOUT TAPE!

AAAGH!

THE
EXERCIST!



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S. Adams

I HATE THIS: SOMEBODY IS JUST FAR ENOUGH BEHIND ME THAT IT WOULD BE AWKWARD TO HOLD THE DOOR, BUT RUDE TO LET IT SWING.



I'LL JUST PICK UP THE PACE AND ACT LIKE I DON'T NOTICE ANYBODY BEHIND ME.



WUMP!

DOORS AT THE TOPS OF STAIRS ARE THE WORST.



AAAAGH!!
THUMPA -
THUMPA -
THUMPA -
THUMPA -

WHAT DO YOU THINK ABOUT
THIS NEW SOVIET POLICY
OF OPENNESS?



ACTUALLY, I'M NOT
EVEN SURE THAT
GORBACHEV EXISTS.

S. News 6-27



GUESS I'M
JUST KINDA
"GLASNOSTIC."

I SHOULDN'T
LET YOU DRINK
COFFEE.

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Dilbert

By Scott Adams



WHY DO YOU WASTE
YOUR TIME READING
BOOKS?

BECAUSE READING
INCREASES MY
KNOWLEDGE, AND
KNOWLEDGE IS
POWER.

BUT POWER
CORRUPTS ...

... AND CORRUPTION IS
A CRIME ...

AND CRIME
DOESN'T PAY ...

IF YOU KEEP READING,
YOU'LL GO BROKE !!!

GOSH! IT ALWAYS
SEEMED SO ... SO
... HARMLESS .

OH YEAH, THE
LIBRARIANS
WOULD LOVE TO
HAVE YOU BELIEVE
THAT !

DOGBERT!
THE POST OFFICE IS
COMPLAINING THAT
YOU ATTACKED A
MAIL CARRIER.



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TELL THEM THAT I
LOVE MAIL CARRIERS
AND WOULD NEVER
TRY TO HURT ONE.



5-29

APPARENTLY THEY OBJECT
TO THE TRANQUILIZER
DARTS AND HOMING
TRANSMITTERS.



BUT HOW ELSE
CAN WE LEARN
THEIR MIGRA-
TION PATTERNS?

DO YOU LIKE MY
NEW CLIP-ON
NECKTIE?

IT'S VERY NICE. GOOD
COLORS. NICE PATTERN.
WHY, WITH A TIE LIKE
THAT, DON'T BE SURPRISED
IF YOU GET AN OFFER TO
POSE FOR GQ MAGAZINE!

I THINK YOU CROSSED
THAT FINE LINE BETWEEN
POLITE LYING AND
OUTRIGHT SARCASM.

THE MOMENTUM
CARRIED ME.

WOW! ACCORDING TO MY
COMPUTER SIMULATION,
IT SHOULD BE POSSIBLE
TO CREATE NEW LIFE

FORMS FROM
COMMON HOUSEHOLD
CHEMICALS!

THIS RAISES
SOME THORNY
ISSUES.

YOU MEAN
LEGAL, ETHICAL
AND RELIGIOUS
ISSUES?

I WAS THINKING
ABOUT PARKING
SPACES.

YOU KNOW, DOGS CAN SENSE
EARTHQUAKES BEFORE
THEY HAPPEN.



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HERE COMES
ONE NOW.



THIS HAS POTENTIAL
TO KEEP ME ENTER-
TAINED FOR WEEKS.



SOMETIMES I THINK
THE BRAIN HOLDS
GREAT POWERS WAITING
TO BE DISCOVERED.



6-2 5/10/95

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IT'S ALMOST AS IF I
CAN MAKE THIS BALL
LEVITATE WITH PURE
MIND POWER.



WHICH WOULD YOU
PREFER: WINNING
A MILLION BUCKS
OR GETTING HIT
IN THE LIPS WITH
A DEAD MOLE
WHILE YOU SLEEP?



UH...THE
MONEY.



WELL, THAT'S TOO
BAD, BECAUSE YOU
DIDN'T WIN A
MILLION BUCKS.



THAT'S THE KIND OF
HYPOTHETICAL QUESTION
THAT CAN KEEP YOU UP
ALL NIGHT.



Dilbert

By Scott Adams



I'LL BE BACK LATE.
I HAVE A DATE WITH
SHARON TO GROUT
HER BATHTUB.



YOU CALL THAT
A DATE?



LAST WEEK YOU CLEANED
HER RAIN GUTTERS AND
PAINTED HER HOUSE...



THE WEEK BEFORE,
YOU INSTALLED HER
SPRINKLER SYSTEM
AND REBUILT HER
CAR'S ENGINE.

DON'T YOU THINK SHE
MIGHT BE USING YOU?



WELL... AT LEAST
I GET LUNCH OUT
OF THE DEAL.



SHE ACTUALLY
PREPARES
FOOD FOR YOU?



NO, BAG LUNCH.
I GET TO
EAT IT
DURING
BREAK.



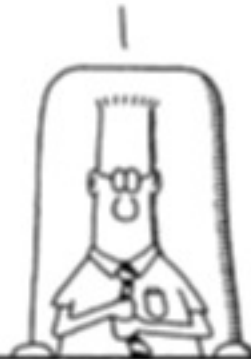
LOOK, DOGBERT, GIVE
ME ONE GOOD REASON
WHY I SHOULDN'T
SIGN UP FOR SKY
DIVING LESSONS.



THUD...



YOU MEAN "THUD...OUCH!"
OR JUST "THUD"?



ADMIT IT: YOU DON'T
THINK I'M MANLY
ENOUGH TO TAKE
SKY DIVING
LESSONS, DO YOU?



THAT NEVER
CROSSED MY
MIND.

GOOD.



HOWEVER, IT DID OCCUR
TO ME THAT YOU COULD
BE THE FIRST SKY DIVER
TO GRAB HIS NECKTIE
INSTEAD OF THE RIP-
CORD AND CHOKE HIMSELF
TO DEATH ON THE WAY
DOWN.



THE DESIGNS FOR MY
REVOLUTIONARY NEW
"HOME DEFENSE SYSTEM"
ARE NOW COMPLETE.



6-7 J. Adams

WELL, THIS IS VERY
DETAILED. BUT
WHERE DO YOU THINK
WE CAN FIND THIS
MANY 'FLYING
ATTACK
PORCUPINES?'



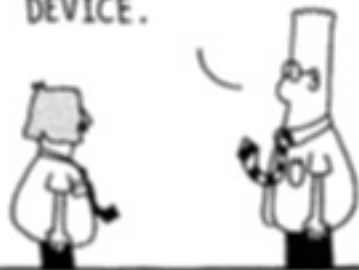
JUST TRY TO GET
A COMPLIMENT OUT
OF THAT MAN.



ELECTRODE HUT



I'M LOOKING FOR A
DETONATOR COIL,
SUITABLE FOR A
SMALL NUCLEAR
DEVICE.



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THAT WAS THE
BEST ONE TODAY!



6-8 S. Alpers

I GOT A CHAIN
LETTER.

THOSE ARE
ILLEGAL.

I'VE NEVER BROKEN A
LAW IN MY WHOLE LIFE,
BUT I'M TEMPTED TO
TRY THIS.

ONE
SUGGESTION.

MAYBE FOR YOUR FIRST
CRIME YOU SHOULDN'T
PUT YOUR NAME AND
ADDRESS ON IT AND
DISTRIBUTE IT TO TEN
THOUSAND STRANGERS.

TAKE A LOOK AT MY
NEW INVENTION:
THE "DICK TRACY"
WATCH!



WOW! A WATCH THAT
TRANSMITS VOICES
AND PICTURES COULD
REVOLUTIONIZE LIFE
ON THIS PLANET!



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GEE, THAT SOUNDS A LOT
HARDER THAN MY IDEA OF
GLUING A LITTLE PICTURE
OF DICK TRACY ON EACH
WATCH.



6-10

SALES

Dibbert

By Scott Adams



DON'T THINK OF IT AS
FETCHING, THINK OF IT
AS DOING A FAVOR FOR
YOUR BEST FRIEND.

IT'S STILL
PRETTY
DEGRADING.

GRUMBLE, GRUMBLE,
GRUMBLE...

UH OH! IT LOOKS LIKE
MR. HEDGE CLIPPERS
WANTS TO SPEAK TO
MR. SLIPPERS!

WILL YOU BE NEEDING
YOUR BATHROBE TOO, O
GREAT MASTER?

WOW! THIS SURVEY SAYS
THAT A WOMAN OVER 35 HAS
THE SAME ODDS OF GETTING
MARRIED AS BEING KILLED
BY A TERRORIST.

OF THE ONES WHO DO
GET MARRIED, HOW
MANY MARRY TERRORISTS?

ONE IN FOUR.

GOSH.

DID YOU EVER NOTICE THAT
PEOPLE WALK A LITTLE
DIFFERENTLY WHEN OTHER
PEOPLE ARE WATCHING?



NO, NEVER.



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S. Adams

6-17

DON'T YOU NEED TO
GO ANYWHERE?



AFTER YOU,
BANJO LEGS.



PUN WARS: HOW THEY START.

I'M FEELING A
LITTLE HOARSE.

HORSE?

S. Adams

ESCALATION IS INEVITABLE.

MAYBE YOU GOT
A COLT.

ARE YOU
GELDING
A FEVER?

HOPE YOU
FILLY BETTER.

I NEED SOME
COUGH STIRRUP.

IT'S MARE-LY
A SORE THROAT.

UH...

6-148

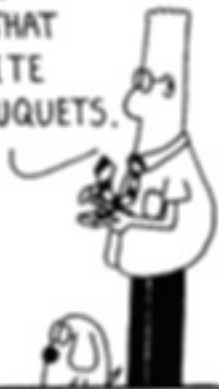
IN THE END, NOBODY WINS.

YOU'RE
UGLY!

I WIN.

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THE BIG ADVANTAGE OF
MY HOLOGRAPHIC FLOWER
INVENTION IS THAT
YOU GET INFINITE
SIMULATED BOUQUETS.



YOU CAN GIVE IT TO A
GIRLFRIEND AND
PROGRAM IT TO CHANGE
ON ALL SPECIAL OCCASIONS.

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6-15



JUST THINK OF THE MONEY
YOU CAN SAVE OVER A
RELATIONSHIP.



BY NEVER
HAVING A
SECOND
DATE?



DID YOU EVER THINK HOW
LUCKY PEOPLE ARE THAT
THEIR EYES ARE LOCATED
ON THEIR HEADS?



SUPPOSE YOUR EYES
WERE ON YOUR ANKLES;
YOU WOULDN'T EVEN
BE ABLE TO DRIVE A
CAR.



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6-18

S. Adams

WITHOUT CARS, DATING
WOULD BE IMPOSSIBLE.
NO DATING, THEN NO
MARRIAGE. SOON THE
SPECIES WOULD BE
EXTINCT.



EXPERTS SAY THAT
WHEN YOU HAVE
MASTERED THE MENTAL
GAME, THE BALL WILL
APPEAR TO GROW
LARGER.



OKAY, BUT I STILL THINK
THESE BALLS ARE NOT
REGULATION SIZE.

PROBABLY JUST
A REFLECTION OF
YOUR LACK OF
CONFIDENCE.



THREE MOTH BALLS AND
A GOOD STORY ARE
MORE EFFECTIVE THAN
YEARS OF LESSONS.



Dilbert

By Scott Adams



DOGBERT!
DOGBERT!

COME HERE
QUICKLY !!

MY COMPUTER SIM-
ULATION HAS
DISCOVERED THE
CHEMICAL THAT
CAUSES LOVE !

APPARENTLY, IT DEACTI-
VATES THE PARTS OF THE
BRAIN RESPONSIBLE
FOR CRITICAL
THOUGHT AND EATING.

WOW! YOU CAN INJECT
PEOPLE WITH THAT
CHEMICAL AND MAKE
THEM FALL IN LOVE !

I WAS THINKING MORE
ALONG THE LINES OF
A CURE ...

OH, LIKE
MARRIAGE.

WE'RE OUT OF
FLOUR.

I KNOW.



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AND DID YOU KNOW THAT
THE BAG OF WHITE POWDER
IN YOUR LAB LOOKS
JUST LIKE FLOUR?

UH...



AND YOU KNOW HOW
HUGE, MUTATED
CUPCAKES WILL
OCCASIONALLY EAT
THE NEIGHBOR'S
CHEVY?

THIS BETTER
BE A BAD
ANALOGY.



5/10/86 6-19

...SO, THE CUPCAKES YOU
BAKED MUTATED INTO A
HIDEOUS MONSTER AND
ATE THE NEIGHBOR'S
CHEVY... GREAT.



OH, LIKE YOU'VE
NEVER HAD PROBLEMS
WITH A RECIPE.



WHAT HAPPENS IF
MY NEIGHBOR SUES?!



DID I MENTION
THAT HE WAS
IN THE CHEVY?



"SINGLE, DUMPY AND DULL
MALE SEEKS YOUNG AND
BEAUTIFUL WOMAN FOR
ROMANCE."



THE KEY TO WRITING A
SUCCESSFUL "PERSONALS" AD
IS HONESTY... COMPLETE
AND TOTAL HONESTY.



WHAT SPECIES
ARE YOU
TARGETING?



OOH BOY! LOOKS LIKE
ANOTHER ONE OF THOSE
FLYING DREAMS I
KEEP HAVING.

S. NIMS



THIS IS GREAT! I JUST
HOPE I DON'T CRASH AND
WAKE UP THIS TIME.

6-22

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I KNEW I SHOULDN'T HAVE
LEFT THE LAUNDRY IN THE
WASHER
ALL NIGHT.

I'LL GET
A CHISEL.

IT SEEMS TO HAVE COAGULATED
INTO A GROTESQUE DRIED-
UP-FIBER-DONUT-SCULPTURE
KIND-OF-A-THING.

I THINK THIS IS A
SLEEVE OF MY
SPORT COAT.

DO YOU WANT
THAT IN A
SIZE 38?

DOGBERT DEMONSTRATES THE
ART OF PUNS. STEP #1: "THE
SET-UP."

TELL ME AGAIN ABOUT
YOUR UNCLE THE
FAMOUS BIOLOGIST.



UNCLE ALBERT WON MANY
AWARDS FOR HIS WORK IN
BREEDING SEA ANEMONES.

SADLY, HE HAD LITTLE
TIME FOR A SOCIAL
LIFE.



6-24

STEP #2: "THE DELIVERY" (FROM
OUTSIDE OF SWATTING RANGE).

WITH ANEMONES
LIKE THAT, WHO
NEEDS FRIENDS?



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2.4.88

Dilbert

By Scott Adams



VIDEO DATE INC



...THEN WE FILM OUR CLIENTS SO PROSPECTIVE DATES CAN SCREEN EACH OTHER FOR COMPATIBILITY.



FOR AN EXTRA FEE WE SUPPLY SPECIAL EFFECTS TO MAKE YOU APPEAR MORE MANLY.



OUR MOST POPULAR THEME IS WHERE WE DRESS YOU IN A LOIN CLOTH AND YOU RIP THE ARMS OFF AN ARNOLD SCHWARZENEGGER DUMMY WHILE BOMBS EXPLODE NEARBY!

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GOSH, DON'T YOU HAVE SOMETHING THAT WILL MAKE ME LOOK SENSITIVE AND CARING?



OKAY... WE DRESS YOU UP AS MARY TYLER MOORE AND HAVE YOU BOTTLE-FEEDING THIS PLASTIC DYING DOLPHIN.



NO, TOO SENSITIVE. SUPPOSE WE SAY THE DOLPHIN JUST HAS A BAD COLD...



S. Adams 6-25

I'LL GET IT.

KNOCK
KNOCK



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WHO'S AT THE
DOOR, DOGBERT?

WELL, I'M HOPING
U.P.S. HAS RELAXED
ITS DRESS CODE.

GILBERT, YOUR TIME
HAS COME.



GILBERT?! MY NAME
IS DILBERT! YOU
HAVE THE WRONG GUY!

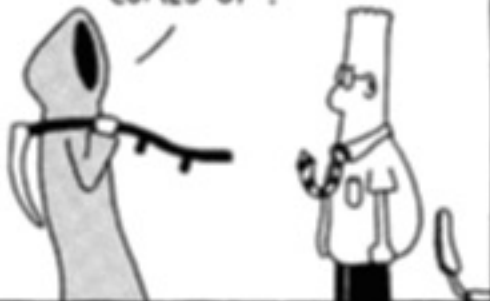


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6-27

S. Adams

OOPS! SORRY. MIND IF
I JUST WAIT AROUND
UNTIL YOUR NUMBER
COMES UP?



LOOK, MR. DEATH, NOW
THAT YOU KNOW I'M THE
WRONG GUY, WHY DON'T
YOU JUST LEAVE ME
ALONE.



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I HATE TO WASTE A TRIP.
SUPPOSE YOUR NUMBER
COMES UP TOMORROW-I
GOTTA COME ALL THE WAY
BACK. JUST LET ME HANG
AROUND TODAY. YOU
WON'T EVEN
NOTICE ME.



THIS IS GONNA
BE A VERY LONG
DAY.



SO, HOW
DO YOU
FEEL?

SO SINCE MY TIME ISN'T
UP, ALL YOU CAN DO IS
WAIT AROUND?

BASICALLY,



WELL, AS LONG AS YOU'RE
HERE, LET ME TELL YOU
ABOUT MY RECENT TRIP
TO THE FRESNO RAISIN
FESTIVAL. IT ALL STARTED...

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6-29

MY MISTAKE.
GUYS LIKE YOU
LIVE FOREVER.



S. Adams

THERE ... MY PROGRAM
PROVES THAT PRETTY
WOMEN HAVE EXTREMELY
BAD PERSONALITIES.



THIS IS BASED ON THE
INPUT THAT PRETTY
WOMEN ARE NEVER
NICE TO ME.



WHY DOES THE
SCREEN SAY,
"OR YOU ARE A
GEEK"?

DARN! I THOUGHT I
FIXED THAT BUG.



THERE... PERFECT.



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WHAT'S THAT,
DOGBERT?



I'VE CREATED THE
VELCRO SHIRT
POCKET! IT
ATTACHES TO YOUR
CHEST HAIRS
WHILE SWIMMING
OR SHOWERING.



7-1

HMM...
MIGHT
WORK.



YOU MAY
ALSO BE
INTERESTED
IN MY NEW
VELCRO CHEST
HAIR.



S. Adams

Dilbert

By Scott Adams



RRRING!!!



HELLO

THIS IS THE GOVERNOR...



DO YOU REMEMBER THAT SNOTTY LETTER YOU WROTE ABOUT PRISON OVER-CROWDING?

WE THOUGHT YOU MIGHT WANT TO LOOK AFTER ONE OF OUR GUYS FOR THIRTY OR FORTY YEARS.

UH OH

DING DONG



HI. I'M BOB. MY FRIENDS WOULD CALL ME "STRANGLER" IF THEY WERE ALIVE.



SO, WHERE DO YOU KEEP THE BLUNT OBJECTS?

SURE IS CROWDED IN HERE.



OOH! I AM SO TEMPTED TO FIRE OFF ANOTHER LETTER OVER THIS !!

YEAH! "POSTAGE DUE" THIS TIME !



ARE YOU SURE
YOU DON'T
WANT TO JOIN
THE NEIGHBOR-
HOOD WATCH
GROUP?



THIS IS RIDICULOUS.
YOU ALL KNOW THAT
EVERY SINGLE CRIME
IN THIS NEIGHBOR-
HOOD WAS COMMITTED
BY ONE GUY: BAD ED.



WE CAN'T ACTUALLY
PROVE THAT.



I STILL THINK IT'S DUMB
TO ELECT THE ONLY KNOWN
CRIMINAL AROUND AS
LEADER OF THE
NEIGHBORHOOD
CRIME WATCH.



MAYBE "BAD
ED" HAS
CHANGED.



7-4 Sales

IT'S FROM ED.
"NEXT MEETING:
TUESDAY AT
8:00 P.M."



I CAN'T WAIT
FOR THE
NEWSLETTER.



WHAT THE HECK
IS "JEQUIRITY"?



YOU KNOW - THE POISONOUS,
RED AND BLACK SEED OF
THE INDIAN LICORICE
PLANT.

WANT TO
CHALLENGE?

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NO. AT LEAST
THIS ONE HAS
VOWELS.

THAT'S 704
FOR ME.





IF I STAY WITH MY
COMPANY FOR TEN
YEARS, I GET A
WATCH AND LUNCH
WITH MY BOSS.



WHAT DO YOU GET
FOR TWENTY YEARS?



LUNCH
WITHOUT
MY BOSS.

HOW'S YOUR NEW
"STEALTH" CLOAK-
ING INVENTION
COMING ALONG?



7-7



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CAN'T FIND
IT, HUH?

SHADDUP.



S. Adams

I'M LOOKING FOR A FINE
WOOL SUIT, IN THE \$700
RANGE. SOMETHING FASHIONABLE
YET TIMELESS.



TRY THIS \$35 NYLON
BEAUTY, SUITABLE FOR
SWIMMING OR DINING
OUT. THE BELL BOTTOMS
ARE NO EXTRA CHARGE.



I GUESS I WAS JUST
BORN TO BE A FASHION
PIONEER.



Dinobird

By Scott Adams



...AND NATURE HAS
A WAY OF COMPENSATING
FOR WEAKNESSES.

REALLY?



THAT'S WHY BLIND
PEOPLE OFTEN DEVELOP
GREAT HEARING.



S. Adams

I GUESS THAT ALSO
EXPLAINS WHY STUPID
PEOPLE HAVE BIG MOUTHS.

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7-10

HOW'S THAT
POEM COMING ?



PRETTY GOOD, BUT I MAY
HAVE WRITTEN MYSELF
INTO A CORNER.

LET'S
HEAR.



ALL I HAVE SO FAR
IS "HER LOVE WAS
LIKE A WAVE -
DIVISION
MULTIPLEXOR."

MAYBE JUST
GO FOR THE
BIG FINISH.



LOOK! I'VE
CREATED THE
WORLD'S FIRST
COMPLETELY
REUSABLE NEWS-
PAPER.



7-12

POPE DENOUNCES VIOLENCE...
HOME PRICES RISE... UNREST
IN THE MIDEAST...



GENERIC
NEWS!

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HOW MUCH?

A THOUSAND
BUCKS. YOU'LL
NEVER NEED
ANOTHER ONE.



S. Adams

I ASKED DEBBIE FOR A
DATE, BUT SHE SAID
SHE WAS FEELING
ANTISOCIAL TONIGHT.



THEN I ASKED LAURA, BUT
SHE SAID SHE WAS FEELING
ANTISOCIAL, TOO... SO
DEBBIE AND LAURA DECIDED
TO GO TO THE MOVIES WITH
EACH OTHER.



7-13

S. Adams

THOSE ANTISOCIAL
PEOPLE ALWAYS SEEM
TO HANG OUT TOGETHER.



YEAH...

HOW TO BE BORING: "GREAT THINGS I HAVE EATEN" SERIES.

BUT BY FAR, THE BEST
BAKED POTATO I'VE
EVER EATEN WAS
SIX YEARS AGO...



THE VICTIM MAY TRY SARCASM
TO RELIEVE THE BOREDOM.

FASCINATING. NOW COULD
YOU THINK OUT LOUD ALL OF
THE POSSIBLE DATES THIS
MAY HAVE OCCURRED?



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S. Adams

SARCASM WON'T WORK.

WELL, IT COULD
HAVE BEEN ON
OCTOBER 6TH...
OR MAYBE THE
16TH. WAS THAT
A TUESDAY?



7-148

I GOT
A JOB.



7-15

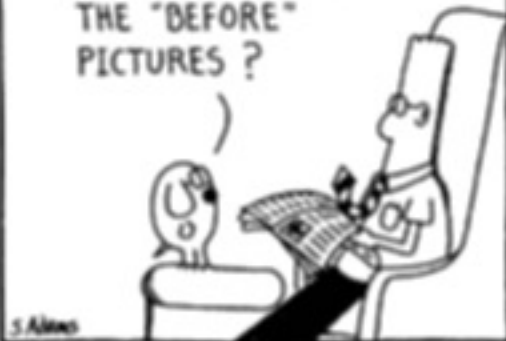
I'M THE NEW SPOKES-
PERSON FOR "HARRY'S
HAIR GROWTH
SOLUTION."

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MIND IF I BORROW
YOUR RAZOR FOR
THE "BEFORE"
PICTURES ?

S. Altus



Dilbert

By Scott Adams



IT'S CONTRACT RENEWAL TIME.

WHAT CONTRACT?

THE OWNER/PET CONTRACT; OURS EXPIRES AT MIDNIGHT.

GOSH. I DON'T EVEN REMEMBER SIGNING THE ORIGINAL ONE.

LET'S SEE... "THE PET'S RESPONSIBILITY IS TO OBEY THE OWNER'S COMMANDS, NO MATTER HOW HUMILIATING."

"THE OWNER'S RESPONSIBILITIES INCLUDE YELLING AT THE PET AND ACTING IMPORTANT."

OKAY, I'LL SIGN...

WAIT A MINUTE... MY NAME IS TYPED IN UNDER "PET" !!

SO CLOSE...

MY COMPUTER SIMULATION
WILL DETERMINE, ONCE AND
FOR ALL, THE REAL REASON
DINOSAURS BECAME EXTINCT.



7-17

WAIT... ACCORDING TO
THIS, IT WOULD BE ALMOST
IMPOSSIBLE FOR ALL
DINOSAURS TO BE EXTINCT.

THEN THEY
MUST JUST
BE...



S. Adams

...HIDING.

YEAH? JUST
TRY TO FIND
US.

SHHH!



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I CAN'T BELIEVE IT;
ALL THIS TIME I
THOUGHT DINOSAURS
WERE EXTINCT, BUT
THEY WERE JUST
HIDING IN MY
HOUSE.



7-48 J. Alamy

HELLO, A-1 EXTERMINATOR?
I HAVE DINOSAURS...
WHAT KIND? ... I DON'T
KNOW. I'VE ONLY HEARD
THEM...



THESAURUS

MAYBE A
THESAURUS
OR TWO...
HELLO?



HEY...YOU WERE RIGHT.
DINOSAURS AREN'T
EXTINCT.



I'M BOB. SHE'S DAWN.
WE WERE HIDING IN YOUR
HOUSE.



ONLY ONE KIND
OF DINOSAUR
COULD HIDE
THAT WELL...

CORRECT: A
NOBODYSAURUS.



...SO DAWN HERE IS A
NOBODYSAURUS, AND BOB,
YOU SAY YOU'RE A THESAURUS?



HA HA! NO, THE
"THESAURUS" LINE
IS JUST AN OLD
DINOSAUR JOKE.



I'LL BET YOU WERE
A RIOT IN THE
MESOZOIC ERA.

EAT HIM,
BOB.



YOU HEARD ME, ROBERT.
EAT HIM RIGHT THIS
MINUTE!

BUT... BUT.

YOU CALL YOURSELF A
CARNIVORE? WELL, AT
LEAST SMITE HIM WITH
YOUR MIGHTY TAIL!

AND THIS WILL
TEACH YOU NOT
TO MESS WITH
DINOSAURS!

CRAMP...

LET'S MAKE A DEAL. YOU LET US
CONTINUE HIDING IN YOUR HOUSE,
AND BOB WON'T HUNGRILY
DEVOUR YOU.

THAT'S
FAIR.

LAGOS

BUT I'M PUZZLED... I KNOW
THAT DAWN CAN AVOID BEING
SEEN BECAUSE SHE IS A
NOBODYSAURUS, BUT HOW ON
EARTH DID BOB GO UNNOTICED
ALL THIS TIME?

7-22

TENNIES.

OLD DINOSAUR
TRICK.

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Dibbert

By Scott Adams



...SO THE THEORY THAT
DINOSAURS WERE DESTROYED
WHEN A GIANT METEOR
COLLIDED WITH
EARTH...

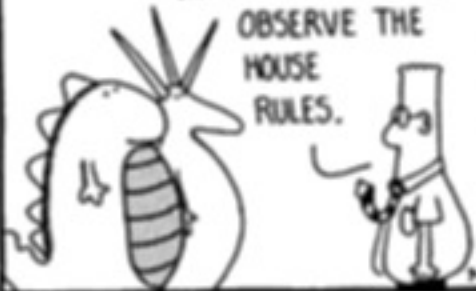


...WAS HIGHLY EXAGGERATED.





OKAY THEN, IF YOU TWO
DINOSAURS WANT TO
CONTINUE HIDING IN MY
HOUSE YOU HAVE TO
OBSERVE THE
HOUSE
RULES.



LET'S SEE... UH... REMAIN
OUT OF SIGHT... DON'T
LEAVE THE LIGHTS ON WHEN
YOU'RE OUT OF THE ROOM...



AM I FORGETTING
ANYTHING, DOGBERT?



HOW ABOUT "NO
RIPPING THE
FLESH OFF THE
OTHER RESI-
DENTS."



THIS DESIGN COULD CHANGE
THE WAY THE WORLD
BARBECUES. NO MORE
STRUGGLING WITH CHARCOAL.



THIS SCHEMATIC SHOWS
HOW AN ELECTRICALLY
INDUCED COIL-LIKE MEDIUM
CAN HEAT FOOD WITHOUT
CHARCOAL OR LIGHTER
FLUID!



I CALL IT THE MAX-10 ENERGY
TRANSFER MODEL.

DID THE NAME
"ELECTRIC STOVE"
OCCUR TO YOU
AT ANY TIME?



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I DO NOT SNORE. AND
I DO NOT BELIEVE YOU
MADE THIS RECORDING
OF ME LAST NIGHT.

EOWAHA-
MMPH-
GRZLAWA



IN FACT, THIS TAPE
BOX SAYS "NATIONAL
GEOGRAPHIC'S SONGS
OF THE WHALE."

EOWAHA
GEOWZLA



SO, YOU ADMIT THAT EVEN
NATIONAL GEOGRAPHIC
CAN'T TELL THE DIFFERENCE
BETWEEN YOUR SNORING
AND A TWENTY-TON
KELP-SCARFING MAMMAL.



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I'M HAVING NIGHT-
MARES. MOVE OVER.



JUST DON'T HOG
ALL THE COVERS.



AT LEAST GIVE
ME MY PAJAMA
TOP ...

SHHH...



Dilbert

By Scott Adams



MY GOODNESS! IT LOOKS LIKE I'VE DISCOVERED AN ENTIRE SUBATOMIC CIVILIZATION!



HEY! WHAT ARE YOU STARING AT ?!!



I AM DILBERT. I MEAN YOU NO HARM.



YOU'RE LOOKING AT THE INCREDIBLY TINY PLANET OF "MINIPLUS 6."



MINIPLUS 6? THAT MEANS THERE ARE FIVE OTHER PLANETS LIKE YOURS!



LET ME GET YOU FOCUSED A BIT BETTER ...

CRUNCH



AND I LOVED THE PART WHEN YOU SAID "I MEAN YOU NO HARM."

DILBERT, I'D LIKE YOU TO
MEET MR. SNOW—YOUR
NEW BOSS.



HELLO,
MR.
SNOW.

NEAL, PLEASE.

S. Adams



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THAT'S MY NAME:
"NEAL."

UH...CONTACT
LENS...



7-31

SO WHEN YOUR NEW BOSS
SAID HIS NAME WAS
"NEAL", YOU THOUGHT HE
MEANT K-N-E-E-L ...
SO YOU ...

YES...



HA HA HA !!
HA HA HA HA !!
HA HA HA !!
HA HA HA !!



THANK YOU FOR
UNDERSTANDING .

BOY, IT'S A GOOD
THING HIS NAME
ISN'T SOMETHING
LIKE "EATACHAIR."



SCAPAROTTI'S RESTAURAN

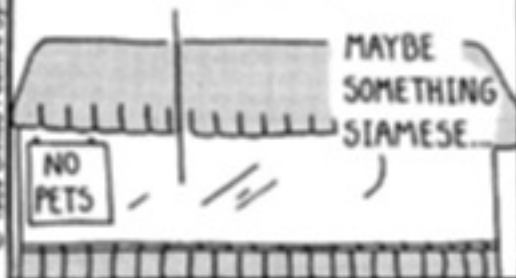


TWO RAVIOLI
SUPREMES AND
GARLIC BREAD.



AND A
CAT...

THAT'S "CATSUP,"
MY FRIEND WOULD
LIKE SOME CATSUP.



MAYBE
SOMETHING
SIAMESE...

DID YOU BRING A
CAN OF BALLS AS
I ASKED YOU TO ?

UH... DID YOU SAY
CAN OF BALLS ?

I'LL BE
RIGHT BACK.

SORRY. TURNS
OUT WE DON'T
NEED YOU
AFTER ALL.

HOW ABOUT
IF I JUST
EAT THE
LOSER ?

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8-3
J. Adams

NOW FOR THE HARD PART:
GETTING BACK TO MY DESK
WITHOUT THIRD-DEGREE
WRIST BURNS.



AAAGHH!!



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I DON'T CARE
FOR THE TASTE,
BUT IT DOES
KEEP ME
ALERT.

DILBERT DEMONSTRATES THE
ART OF JOKE TELLING.

...SO THE FIRST GUY
ORDERS A BEER AND
A CACTUS ...



A GOOD JOKE TELLER WILL
SEEK TO ESTABLISH A PATTERN.

...THEN THE SECOND
GUY...HEH,HEH...ORDERS
A BEER AND A CACTUS...



TOMORROW'S LESSON: TIMING.

...SO THEN THE
SEVENTY-THIRD
GUY COMES IN ...



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ONE MORE ADJUSTMENT
AND MY TRANS-DIMEN-
SIONAL RADIO WILL BE
COMPLETE.



WELCOME TO
THE LAND OF
OVERUSED
PHRASES.

BOY, THEY
LET ANY-
BODY IN
HERE.

UH... HI, HOW
ARE YOU?

NOT BAD
FOR A
WEDNESDAY!

LET ME GIVE
YOU THE TEN-
CENT TOUR.

OUCH! I'LL
JUST WALK
ON THE
BOTTOMS.

YOU KNOW,
SWIMMING
IS THE BEST
FORM OF
EXERCISE.

THE CHOSEN ONE !!!

NAH. I'M JUST
PULLING YOUR
LEGS.

DO YOU THINK I
LOOK MORE LIKE
RINTIN TIN OR
LASSIE? MAYBE
BENJI?

I DUNNO...
MAYBE A BIG
FURRY EGG.

WITH THAT LITTLE
INSPIRATIONAL BOOST,
I BELIEVE I AM READY
TO ATTACK THE NEW
DAY.

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PLEASE READ THESE
BROCHURES. IT COULD
SAVE YOUR LIFE.

"ELECTRONICS
ANONYMOUS"?

LET'S TAKE THE
ENCLOSED QUIZ.
NUMBER ONE:
HOW MANY OPTIONS
DO YOU HAVE ON
YOUR TOASTER?

DOES THAT INCLUDE
THE TOASTER DISK
DRIVE AND PRINTER?

I THINK WE CAN
SKIP DIRECTLY TO
THE EMERGENCY
APPLICATION
FORM.

S. Adams

DO YOU LIKE THESE
EARRINGS I BOUGHT
FOR MOM'S BIRTHDAY?

WHAT KIND OF
STONES ARE THEY?

AMETHYST.

DIDN'T THEY
HAVE ANY THAT
BELIEVE IN
GOD?

I DON'T
GET IT.

PUNS! NEVER
APOLOGIZE,
NEVER EXPLAIN.

MY NEW INVENTION WILL
GENERATE A SOLID PARTICLE
BRIDGE TO PERMANENTLY
CONNECT THE EARTH TO THE
MOON!



WELL, I'M NO SCIENTIST,
BUT WON'T THAT DISRUPT THE
EARTH'S ORBIT AND CAUSE
AN ICE AGE THAT WILL
DESTROY ALL LIFE ON
THIS PLANET?

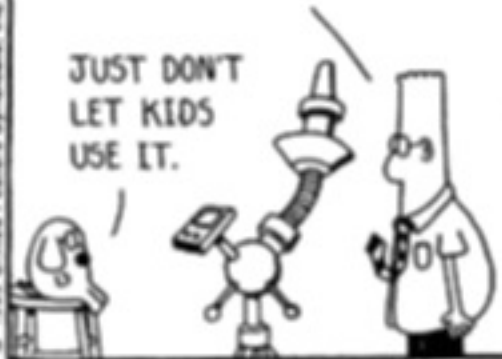


5 April 8-26

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YOU THINK IT NEEDS A
LITTLE WARNING LABEL?

JUST DON'T
LET KIDS
USE IT.



HOW WAS YOUR
FIRST MEETING
WITH THE
'PERPETUAL
MOTION
CLUB?'



GREAT! I
LEARNED
THE SECRET
HANDSHAKE
TONIGHT.



S. Adams

YOU STICK YOUR
HAND OUT AND
SPIN IT AROUND
LIKE THIS.



THEN
WHAT?

THEN YOU JUST
KEEP ON DOING
IT FOREVER.



THAT EXPLAINS
WHY YOU KEEP
IT SECRET.



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8-11

SOMETIMES I GET THIS
WICKED URGE TO TAKE
TWO NEWSPAPERS AND
ONLY PAY FOR ONE.



WHAT'S THE WORST
THAT CAN HAPPEN?
BESIDES, THIS MACHINE
ATE MY MONEY LAST
TIME.



6/1

J. Adams

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Dilbert

By Scott Adams



WELL, DOGBERT, I BELIEVE I HAVE SOLVED THE WORLD'S GARBAGE PROBLEM.

DILBERT'S LAB

I DIDN'T KNOW GARBAGE HAD ANY PROBLEMS.

I'VE INVENTED THE MOST EFFICIENT TRASH COMPACTOR EVER.

THIS BABY CAN SQUASH TWO TONS OF GARBAGE INTO A LITTLE BRICK!

NO DOUBT YOU'VE CONSIDERED THE VALUABLE USES FOR THE BRICK ITSELF.

UH... RIGHT... FOR HOME CONSTRUCTION?

OR JUST AS AN IMMOVABLE OBJECT THAT SMELLS LIKE SYLVESTER STALLONE'S SOCKS.

THIS BOOK SAYS THE
BEST TIME TO PICK
UP WOMEN IS WHILE
WALKING A DOG.

LET'S TRY
IT.



YO! BABY! WHOA
WHOA! SHAKE IT,
DON'T BREAK
IT! COME AND
GET YOUR
SINGLE
MALE!!



S. Adams © 1999

I THINK THIS METHOD
IS OVERRATED.

FORM ONE
LINE! NO
PUSHING!



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AND IN NATIONAL
NEWS...



CRITICS TODAY ACCUSED
THE MANAGEMENT OF
MEGASLIME CORPORATION
OF BEING HIDEOUS
REPTILIAN ALIENS
BENT ON ENSLAVING
THE EARTH.



A SPOKESMAN
FOR THE COMPANY
DENIED THE CHARGE.

WHEW!



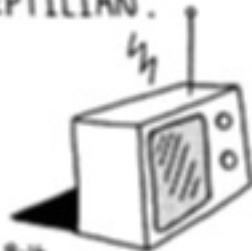
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S. Adams 8-15

CRITICS CONTINUED THEIR ACCUSATIONS THAT THE MANAGEMENT OF MEGASLIME CORPORATION IS MADE UP OF REPTILIAN ALIENS FROM ANOTHER PLANET.



A COMPANY SPOKESMAN OFFERED TO EAT A BUG AND NOT ENJOY IT, THUS PROVING THEY ARE NOT REPTILIAN.



S. Adams ©-14

CRITICS RESPONDED BY INSISTING ON A LIVE GERBIL INSTEAD OF A BUG. MERV GRIFFIN ANNOUNCED THAT HE WOULD LAUNCH A NEW GAME SHOW BASED ON THE CONCEPT.



IF A MAN EATS A
POUND OF PASTA
AND A POUND OF
ANTIPASTO...



...WOULD THEY CANCEL
EACH OTHER OUT, LEAVING
THE MAN STILL HUNGRY?

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I CAN'T IMAGINE
SOCRATES AND PLATO
DEBATING THAT
QUESTION.



WHAT DO YOU MEAN YOU
BUILT A ROBOT DOG?!!
YOU CAN'T REPLACE ME!!



CALM DOWN
DOGBERT.



AAAGHH!!

THE DEVIL
DOG! HELP!
HELP!



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I WAS CREATED
TO SERVE YOUR
EVERY NEED,
MASTER DOGBERT.



OKAY, HE
CAN STAY.
BUT YOU
OWE ME ONE.



© 1989 S. Alper

MY NEW INVENTION
CAN CALCULATE THE
ODDS OF ANY EVENT.

WHAT ARE THE
ODDS THAT I
CARE?

HMM...IT SAYS "SAME AS
THE ODDS OF BEING ASKED
TO BURP THE GREATEST
HITS OF BARRY MANILOW
AT CARNEGIE HALL ...

... AND HAVING NBC
BUY THE STORY RIGHTS
AND TURN IT INTO
A DOCUDRAMA."

BINGO.

Dinbert

By Scott Adams



DING
DONG



HI. I'M THE BEAR
SKIN RUG YOU
ORDERED BY MAIL.



I'M A KIT. YOU JUST HAVE
TO KILL ME, RIP MY GUTS
OUT AND LEAVE ME TO DRY.



EGAD! I COULDN'T
POSSIBLY DO THAT.
PLEASE... JUST GO.



YOU'LL RECEIVE
A FULL REFUND,
OF COURSE.



NO, NO!
PLEASE
KEEP IT.



HOW WERE
SALES TODAY?



GREAT! SOLD
MYSELF SEVEN
TIMES.



WHAT ARE YOU
WRITING?



1/10/93

IT'S MY NEW
SELF-HELP BOOK
FOR COMPULSIVE
SHOPPERS.



CLICK
CLICK
CLICK

©-21

WHAT DO YOU KNOW
ABOUT COMPULSIVE
SHOPPERS?



I KNOW THEY
BUY A LOT OF
BOOKS.



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HELLO.

THIS IS HELEN.
WE'VE NEVER
MET, BUT DON'T
EVEN THINK OF
ASKING ME FOR
A DATE...EVER.

CLICK*

S. Adams

©-22

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WOMEN GOT
FIRST-STRIKE
CAPABILITY.

SURRENDER.



AND WHILE HE HAD JUST CREATED UNDOUBTEDLY THE FINEST MEMO KNOWN TO MAN, STILL DILBERT FELT CURIOUSLY UNFULFILLED.



MAYBE IT NEEDS MORE "CC"s.



SADLY, NOT EVERYBODY WOULD SHARE DILBERT'S VISION.

DO YOU REALLY THINK STAPLES CAN BE STRAIGHTENED AND RE-USED?

I'M JUST SAYING WE SHOULD STUDY IT.



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YOU SHOULDN'T CARE
SO MUCH ABOUT WHAT
OTHER PEOPLE
THINK OF YOUR
WORK.



I MEAN, EVERYBODY SCOFFED
AT THE WRIGHT BROTHERS.
GALILEO WAS JAILED.
COLUMBUS WAS RIDICULED.



8-24

'COURSE, NONE OF
THOSE GUYS HAD
A HEAD SHAPED
LIKE A TORPEDO.



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S. Allen

DOGBERT, DO YOU KNOW
WHAT HAPPENED TO MY
GOOD RULER?

RULERS ARE
MADE TO BE
BROKEN.



© 1989

S. Adams

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I JUST KNOW THERE IS
SOME FLAW IN THAT
ARGUMENT...

ACCORDING TO EINSTEIN,
TIME SLOWS DOWN AS
YOU APPROACH THE
SPEED OF LIGHT.



DIDN'T HE ALSO
PROVE THAT TIME
FLIES WHEN YOU'RE
HAVING FUN?



6-24

S. Adams

SO, IF YOU WALK
SLOWER, DO YOU
HAVE MORE FUN OR
JUST GET MORE
LIGHT?

WERE WE
FINISHED
HERE?

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Dinbert

By Scott Adams



I HAD THE
WEIRDEST
DREAM LAST
NIGHT...



YOU PROBABLY THINK
I WANT TO HEAR ALL
ABOUT IT.



I WAS KIDNAPPED BY HILLBILLIES
AND FORCED TO PRODUCE POCKET
LINT ON THEIR ILLEGAL
LINT FARM.



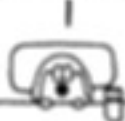
THEY FED ME ONLY FLANNEL
AND WATER, AND MINED
MY POCKETS TWICE A DAY.



THANK GOD IT WAS
ONLY A DREAM...



ONLY A DREAM?
MAYBE YOU SHOULD
CHECK YOUR POCKETS.



AAAGHH!!
LINT!



STRANGER
THAN
FICTION.

I DON'T UNDERSTAND HOW
YOU CAN BECOME A CERTIFIED
SWAMI BY MAIL IN THREE
WEEKS.

OH, I'M JUST
A TRAINEE.



IN THE BEGINNING
YOU JUST KEEP IT
GENERAL, TO BUILD
THE TRUST OF
YOUR CLIENTELE.



EVENTUALLY,
YOU WILL DIE ...



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S. Adams

DON'T GET TOO
CLOSE TO MY LAB
TODAY.

WHY NOT?

I'M USING RADIATION
TO MUTATE NEW SPECIES
OF VEGETABLES.

ISN'T THAT
DANGEROUS?

FUNNY, THE BROCCOLI
ASKED ME THE SAME
QUESTION.

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OH, PLEASE,
PLEASE, PLEASE



YAY! IT'S HERE !



8-50

NOTHING QUITE MATCHES THE
THRILL OF THE "TOAST OF THE
MONTH CLUB"!



5.10ms

WALLY'S LAUNDRY



WE ACCIDENTALLY RUINED
YOUR SHIRTS - SO WE ADDED
A LITTLE GLUE AND WRAPPED
THEM AROUND A STICK.



GRANTED, IT WAS
GOOD INITIATIVE,
BUT IN MY VIEW,
IT WAS NOT A
TIPPING SITUATION.



HOW DO YOU LIKE
YOUR NEW BOOK -
"THE HISTORY OF
GLUE"?

I COULDN'T PUT
IT DOWN.

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ON THIS GRAPH, I HAVE
PLOTTED THE FREQUENCY OF
SNIDE COMMENTS THAT YOU
HAVE MADE ABOUT ME. I'M
HAPPY TO REPORT THAT THE
RECENT TREND IS DOWNWARD.



SEE THE BIG DIP?



GET OUT
YOUR
PENCIL ...



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5/10/89 9-2

Dinobent

By Scott Adams



TO THE ANCIENTS IT WAS KNOWN AS THE "TIME OF DEGAUSS."



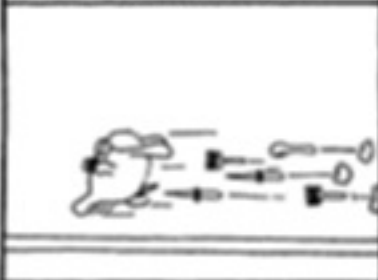
EVERY THOUSAND YEARS,
THE ANIMAL MAGNETISM
OF DOMESTICATED
CREATURES REVERSES.



THE RESULT CAN BE CATASTROPHIC...



... OR DOGASTROPHIC.



SOON THE FIELD STABILIZES, AND THE THREAT IS FORGOTTEN.



YOU'RE JUST IN
TIME TO TASTE
MY NEW CAKE.



GREAT CAKE,
BUT SHOULDN'T
IT HAVE FROSTING?



GEE, I NEVER KNEW
THAT FROSTING WAS
BAD FOR ME.



OH NO, NOT THIS CASHIER
AGAIN. SHE ALWAYS HANDS
BACK MY CHANGE RIGHT
OVER MY SODA. I JUST
KNOW SHE'S TRYING TO
MAKE ME DROP A DIME
IN MY DRINK.



NO!
NO! NO!



FAKE
LEFT...

IT'S NOT THE COINS IN
THE SODA THAT GET ME;
IT'S THAT DARNED
CELEBRATION DANCE
SHE DOES.



SO, DILBERT, THIS
IS THE PROTOTYPE
YOU'VE BEEN WORKING
ON FOR THE LAST
SIX MONTHS?



YES, SIR. I'M PROUD TO
SAY THAT THIS BABY CAN
TRANSFORM WORTHLESS
POCKET LINT INTO A
VALUABLE PARSLEY
SUBSTITUTE!

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9-6



S. Adams

WELL, THIS LOOKS
ABSOLUTELY
BRILLIANT AND
COMPLETELY
UNMARKETABLE.



THANKS. I'M
TECHNOLOGY
DRIVEN.





YOU WIN, AGAIN.
I SURE WISH
I KNEW HOW YOU
MAKE THAT SHOT.

SUPER-
NATURAL
FORCES.

S. Allen 9-7

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REALLY?
SUPERNATURAL?

THE MENTAL
GAME IS SO
IMPORTANT.



THAT SPELLS "NEANS."
FIVE POINTS FOR ME.

"NEANS" IS NOT
A WORD, DOGBERT.

I KNOW, BUT
I NEED TO
GET RID OF
SOME N's.

THE N's DON'T
JUSTIFY THE
"NEANS."

I JUST WANTED
TO HEAR YOU
SAY THAT.

OH NO... I ALWAYS GET
STUCK BEHIND A TRUCK
CARRYING STUFF THAT
COULD FALL OFF AND CRACK
MY WINDSHIELD.



I SUPPOSE I'M BEING
A LITTLE IRRATIONAL
ABOUT THIS.



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STILL, IT'S
HARD TO
SHAKE THE
FEELING.

Dibbert

By Scott Adams



YOU'VE BEEN
READING THAT
WORLD ALMANAC
FOR HOURS.



I'M LOOKING FOR NATIONS
I CAN CONQUER ON A
LIMITED BUDGET.



HERE'S ONE: "ANDORRA,
185 SQUARE MILES, ONLY
56,000 PEOPLE. JOINT
RULE BY FRANCE AND
SPAIN..."



HMM... "KING DOGBERT
OF ANDORRA" HAS A NICE
RING TO IT. NOW I JUST
NEED SOME MERCENARIES.



HOW ARE YOU GOING
TO PAY FOR
MERCENARIES?



I'LL FLOAT SOME JUNK
BONDS UNTIL WE CAN
LOOT THE TREASURY
OF ANDORRA.



IT STRIKES ME
AS A BIT
UNETHICAL.



APPARENTLY I'LL
HAVE TO IMPRISON
SOME DISSIDENTS.



I HATE THIS... WHEN I'M
REALLY THIRSTY, THERE
ALWAYS SEEMS TO BE
SOME DISGUSTING
PUBLIC FOUNTAIN
TO TAUNT ME.



NO DOUBT THIS THING
IS CRAWLING WITH
COOTIES. AND I'LL
HAVE TO WRAP MY LIPS
AROUND IT TO SLURP
THE WATER OUT.



HEY, I'M NOT
TOO THRILLED
ABOUT YOU,
EITHER.



WHOA! LOOKS LIKE
WE GOT A PIPPIN
HAWK, A PRICKLY
BEAK MUD SWALLOW,
AND A BALD EAGLE.

ROBIN.

HOW IS IT THAT YOU HAVE
SPOTTED 1,700 EXOTIC
BIRDS THIS MORNING, AND
ALL I HAVE SEEN IS ONE
ROBIN?

LOOK! A
MONKEY-FACED
DISCO HAWK!!

WHERE?!

TO HIS HORROR, DILBERT
DISCOVERS THAT ALL OF HIS WHITE
SOCKS HAVE HOLES. "MY GOOD-
NESS!" HE CRIES, "I SHALL BE
FORCED TO WEAR BLACK SOCKS
TO WORK!"



S. Adams

"IF ONLY MY PANTS
REACHED THE TOPS
OF MY SHOES, THEN
THE OTHER ENGINEERS
MIGHT NOT NOTICE,"
DILBERT DESPAIRED.



WHAT
ARE YOU
WRITING?

9-13

IT'S A
"GEEK"
TRAGEDY.



WOW! AND I THOUGHT
THIS WAS JUST
MORE JUNK MAIL!



ALL I HAVE TO DO IS DRIVE
TWO HOURS AND LISTEN TO
THEIR CONDO SALES PITCH.
I'M GUARANTEED TO WIN
A JEEP CHEROKEE
OR A VALUABLE
MOCK EMERALD.



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THAT EMERALD WILL
GO PRETTY WELL WITH
YOUR MOCK BRAIN.



S. Adams

OH, CARP. THIS IS THE
THIRD TIME TODAY THAT
I WILL WALK BY THIS
SAME GUY IN THE HALL.
I BARELY KNOW HIM.

THIS IS SO AWKWARD.
THE FIRST TIME, I SAID
"HELLO." THE SECOND TIME
WE BOTH MADE THOSE
CLOSED-MOUTH GRINS AND
ARCHED OUR EYEBROWS.

WHAT DO I
DO THE THIRD
TIME?

... SO I PULLED THE
FIRE ALARM.

I DON'T THINK
MISS MANNERS
IS GONNA BACK
YOU ON THIS ONE.

DID YOU EVER GET TO THINKING
THAT MAYBE YOU ARE JUST AN
ANDROID, PLACED ON EARTH BY
AN ADVANCED CIVILIZATION
OF HUGE RADISH-LIKE
ALIENS WHO ARE
STUDYING YOUR EVERY
MOVE ?



NO.



ME NEITHER.



Dogbert

By Scott Adams



MAYBE CHUCK THOUGHT IT WAS MARGARET THATCHER.

YOU KNOW WHAT
KIND OF MUSIC
I HATE ?



WHEN THEY WEAR THOSE
OUTRAGEOUS OUTFITS,
SCREAM LIKE TORTURED
WEASELS AND NOBODY
UNDERSTANDS THE
WORDS.



HEAVY METAL
ROCK ?

OPERA.



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...AND IT SEEMS LIKE
I'VE ALWAYS BEEN AFRAID
OF MOTHS...

COULD THIS FEAR
BE RELATED TO
YOUR INSECURITY
ABOUT YOUR
LOOKS?

I'VE NEVER BEEN
INSECURE ABOUT
MY LOOKS...

UNTIL THIS
MOMENT...

NOW WE'RE
GETTING
SOMEPLACE.

... SO IT'S CLEAR THAT YOUR
FEAR OF MOTHS DERIVES FROM
YOUR INSECURITY ABOUT YOUR
LOOKS.

REALLY?

I'M SURE YOU'RE AWARE
THAT THOSE BIG FLOPPY
EARS OF YOURS MAKE
YOUR HEAD LOOK LIKE
A WINGED INSECT IN
FLIGHT.

NOW, IS IT POSSIBLE
THAT YOUR MOTHER
WAS A GIANT MOTH
IN DISGUISE?

WELL, I LOST A
SWEATER ONCE;
MAYBE SHE ATE
IT.

WELL, DILBERT, YOU SEEM
QUALIFIED FOR THIS PROMOTION,
BUT I HAVE ONE CONCERN.
SINCE YOUR WORK WOULD BE
EVALUATED BY MANY PEOPLE...



CAN YOU HANDLE
CRITICISM?

OH, EASILY.
FOR EXAMPLE,
YOUR TOUPEE
LOOKS LIKE
A MULE -
STOMPED
GOPHER...



...TURNS OUT IT
WAS A TRICK QUESTION.

BOY, YOU CAN'T
TRUST THOSE
BALD GUYS.



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HEY, DOGBERT,
YOU WANT TO
GO CAMPING
THIS WEEKEND?



WHY DON'T WE JUST
SLEEP IN THE GARAGE,
EAT BUGS AND NOT
TAKE SHOWERS.



THAT IS COMPLETELY
DIFFERENT FROM
CAMPING, FOR REASONS
WHICH WILL COME

TO ME.

BECAUSE WE
MIGHT NOT
GET LOST?



I'M SO MAD AT
MYSELF THIS
MORNING.



LAST NIGHT I DREAMED
I MET A BEAUTIFUL
WOMAN.



SO WHAT'S
THE PROBLEM?

I FORGOT
TO GET HER
PHONE
NUMBER.



Dilbert

By Scott Adams



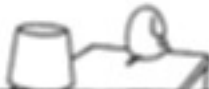
THIS IS MY NEWEST INVENTION: THE DEODORANT SPRAY BOOSTER PACK!



YOU CONNECT IT TO ANY CAN OF DEODORANT TO BOOST THE RATE OF OUTPUT.



WHY?



WHY?! ... DO YOU KNOW HOW MUCH TIME IS WASTED WAITING FOR THE SPRAY TO HIT YOUR ARMPIT?

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CLICK

FOOOOOSH



AS MY BEST FRIEND, I'M SURE YOU CAN CONTAIN ANY SARCASTIC REFERENCES TO DEODORANT UNTIL MY BONES MEND.



NO SWEAT.



DOGBERT, I'D LIKE
TO HAVE A WORD
WITH YOU.



THE NEIGHBOR SAYS YOU
GLUED LITTLE SUCTION
CUPS ON THEIR NEW
KITTEN AND STUCK
HIM ON THEIR
WINDSHIELD.

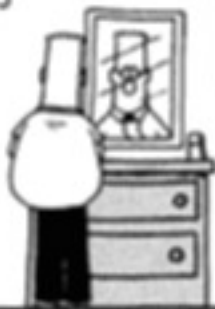


WHAT'S THE PROBLEM,
SOME KIND OF
COPYRIGHT
INFRINGEMENT?

WHAT'S YOUR
SECOND
GUESS?



THE BEST WAY TO
IMPRESS WOMEN
AT THE PARTY IS
TO JUST ACT
NATURALLY.



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ACT NATURALLY,
ACT NATURALLY.



LOGICALLY, IT IS
IMPOSSIBLE TO
"ACT" NATURALLY.

MOST GREAT
ADVICE DOESN'T
HOLD UNDER
SCRUTINY.



J. Altmeyer 9-10

PSSST...COMRADE
DOGSKY. WILL YOU
SELL YOUR MASTER'S
ELECTRONIC SECRETS
TO NICE SOVIET
MAN?



WILL YOU BE
WANTING THEM
ON MICROFICHE
OR HARD COPY?



YOU'RE GOING TO
CRIPPLE THE WHAT?

EVIL EMPIRE.
TRUST ME ON
THIS.



A FRIEND IS SOMEBODY WHO WILL NOT THINK LESS OF YOU FOR SINGING THE "OOH-OOH!" PART OF A SONG ON THE RADIO.



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OF COURSE, FRIENDS WILL ALSO FEEL FREE TO EXPRESS THEIR MUSICAL OPINIONS.



...BUT I WASN'T
ALWAYS A CONSERVATIVE
ENGINEER-TYPE.



I WAS QUITE THE
LITTLE REBEL WHEN
I WAS A KID.

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FLASHBACK

POTATO SALAD AGAIN?
I'VE GOT TO SPEAK
OUT ON THIS ISSUE.



E. Alton

9-49

I SHOULD KEEP
MYSELF BUSIER.



TIME FLIES WHEN
YOU'RE BUSY...



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WHICH MEANS
YOU DIE SOONER.

I BETTER
SIT RIGHT
HERE.

S. Albers

9-30

Dumbert

By Scott Adams



MY INSTINCT TELLS
ME THAT LOVE IS
IN THE AIR.

CRASH!

Tinkle
Tinkle
Tinkle

WHOA! WHO
PUT THE
PICTURE
WINDOW
THERE?

YOU MUST BE THE
LEGENDARY
LOVE-CHERUB,
"CUPID."

GOOD
GUESS...

BUT THE PROPER
PRONUNCIATION
IS "STUPID," NOT
"CUPID."

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NO WONDER I ALWAYS
FALL IN LOVE WITH
THE WRONG PERSON.

NOW HOW DOES
THIS GIZMO
WORK?

HELLO...WAIT,
AREN'T YOU...?

ED
MCMAHON

DO YOU REMEMBER
THAT SWEEPSTAKES
ENTRY YOU MAILED?

YES
YES!!

YOU FORGOT TO PUT
A STAMP ON IT.

A man with glasses and a mustache is standing at a grocery store counter. He is looking at a price tag on a bag of lettuce. The counter has a sign that says "SHOP-WAY".

LOOKS LIKE THEY
UNDER-CHARGED
ME TWELVE CENTS
ON THE LETTUCE.

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I SHOULD GO
BACK AND GIVE
THEM THE
TWELVE CENTS.

BUT I'M
SURE THEY
WOULD TELL
ME TO KEEP
IT FOR
BEING SO
HONEST.

A man is standing in a doorway, talking to a dog. The dog is sitting on the floor and looking up at the man. The man is holding a small object in his hand.

...I HAVE A REPORT OF A
FLIMSY RATIONALIZATION
IN PROGRESS.

TRY THE
KITCHEN.



THEN... I
WON'T BE
DAMNED?



JUST "DARNED."
IT WAS A
MISDEMEANOR.



YOU MUST SET YOUR
THERMOSTAT FOR 76°
AND STAY IN THE
LIVING ROOM FOR
FIFTEEN MINUTES.



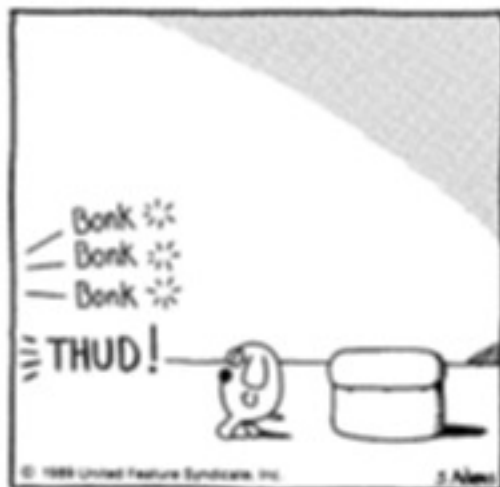
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I'M SORRY, DOGBERT.
I BROUGHT THIS
UPON US.



IT'S SOMETHING
YOU'LL HAVE TO
LIVE WITH.

5/1/88





I GOT TRANSFERRED
TO THE GLICKMAN
NUCLEAR POWER
PROJECT.



AREN'T YOU
WORRIED ABOUT
RADIATION?



MY BOSS SAYS THE
LAST SAFETY
INSPECTION WAS
QUITE FAVORABLE.



WHAT WERE
HIS EXACT
WORDS?



"...THE INSPECTORS
GAVE A GLOWING
REPORT."



MAYBE YOU'LL
MUTATE INTO
SOMETHING
SMARTER.

Dogbert

By Scott Adams



MY NEW SECURITY SYSTEM IS NOW INSTALLED.



HOW'S IT WORK?



I BURIED A GIANT SPRING UNDER THE WELCOME MAT TO CATAPULT ANY UNDESIRABLES INTO THE WILSEY'S POOL THREE BLOCKS FROM HERE.



YOU JUST TAP THAT LITTLE BUTTON ON THE FLOOR THERE...



TIME STANDS STILL AS DOGBERT PONDER'S THE GIFT THAT FATE HAS GIVEN HIM.



I'M PRETTY SURE THE LOOK ON HIS FACE WILL BE WORTH WHATEVER MINOR GUILT I FEEL OVER THIS.





YOU JOINED THE
"FLAT EARTH
SOCIETY"?



I BELIEVE THE EARTH
MUST BE FLAT. THERE
IS NO GOOD EVIDENCE
TO SUPPORT THE SO-CALLED
"ROUND EARTH THEORY."



I THINK CHRISTOPHER
COLUMBUS WOULD
DISAGREE.



HOW CONVENIENT
THAT YOUR BEST
WITNESS IS
LONG DEAD.



SO, SINCE COLUMBUS
IS DEAD, YOU HAVE
NO EVIDENCE THAT
THE EARTH IS
ROUND.

LOOK...

YOU CAN ASK SENATOR
JOHN GLENN. HE ORBITED
THE EARTH WHEN HE
WAS AN ASTRONAUT.

SO, YOUR THEORY
DEPENDS ON THE
HONESTY OF
POLITICIANS...

YES... NO,
WAIT...

I'VE DESIGNED THIS PROGRAM
TO GENERATE THE MOST
EFFECTIVE PICK-UP LINE IN
THE UNIVERSE.



HA HA! WOMEN WILL BE
HELPLESS WHEN THEY
HEAR MY CLEVER
OPENER.

...AND
THE LINE
IS...



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"HI. I'M MEL GIBSON.
DID YOU SEE A
DINGO DOG GO BY
HERE WITH MY
SHIRT?"

KISS ME,
YOU WICKED
SAVAGE.



S. Adams

CARE TO JOIN
ME FOR A WALK?

SURE.



I HOPE YOU AREN'T
PLANNING TO CHEW
THAT GUM AT THE
SAME TIME.

VERY
FUNNY.



BOY! THIS IS A
LOT HARDER THAN
YOU WOULD THINK.



THERE... I'VE PLOTTED
JENNY DWORKIN'S
NORMAL SPEED, HABITS
AND TENDENCIES
INTO MY COMPUTER.



NOW I'LL BE ABLE TO
PREDICT HER LOCATION
AND BUMP INTO HER
AS IF BY CHANCE.



WHY DON'T YOU
JUST CALL HER,
SAY YOU LIKE
HER AND ASK
HER OUT?

NO. THAT WOULD
SEEM TOO
CONTRIVED.



DO YOU EVER THINK
ABOUT HOW DELICATE
THE BALANCE OF NATURE
IS?



JUST ONE LITTLE
CHANGE IN OUR
ENVIRONMENT AND
WE'RE ALL
DEAD.

YEAH...



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SUPPOSE EVERY-
BODY STOPPED
THROWING RICE
AT WEDDINGS
AND STARTED
THROWING
POTATOES.

IT'S TOO
HORRIBLE
TO IMAGINE.



Dumbert

By Scott Adams



...THEREFORE, CURLY MUST
HAVE BEEN THE SMARTEST
OF ALL THE STOGES.

RRRRING

I WON WHAT ?!!

I WON THE LOTTERY!
WE'RE MILLIONAIRES,
DOGBERT !!

KNOCK
KNOCK

GLOBAL NEWS - MAY I
INTERVIEW YOU ON
YOUR SUDDEN WEALTH?

WHAT WOULD YOU
LIKE TO SAY TO THE
ENTIRE PLANET ?

THE WEALTH HAD COME
QUICKLY ...

ER...UM...

AND JUST AS QUICKLY,
IT WAS GONE.

DRINKS FOR
EVERYBODY!

YOU
WHAT?!

I SPENT ALL
OF YOUR MONEY.
TERRIBLY SORRY.

BANK
OF
ETHEL

THIS IS OUT-
RAGEOUS! HOW
CAN YOU SPEND
ALL OF MY
MONEY?!!

OH, MR. MONEY-
BAGS. LIKE
IT WAS SO
MUCH.

OOOH! I AM
ACTIVELY
CONSIDERING
TAKING MY
BUSINESS
ELSEWHERE!

ARE YOU MAKING
A DEPOSIT OR
JUST WASTING
MY TIME?

BANK
OF
ETHEL

IT'S WEIRD... I WAS
JUST TALKING TO IT
LIKE I USUALLY DO
AND IT FELL OFF THE
DESK...



WHAT'S THIS LITTLE
PIECE OF PAPER?



"I COULDN'T TAKE
IT ANYMORE..."



WHO ARE YOU
WRITING TO?

MY UNCLE
MAX, THE
POLICEMAN.

YOU CAN'T WRITE TO
A COP ON REGULAR
SIZE PAPER! YOU
HAVE TO USE LEGAL
SIZE PAPER!

DON'T
PANIC.

I GET IT-- HE
LOOKS THE OTHER
WAY FOR FAMILY
MEMBERS.

I SEND
A BRIBE.

IF I DIED TOMORROW,
WHAT WOULD YOU
WRITE ON MY
TOMBSTONE?

I ALWAYS ASSUMED
THERE WOULD BE
NO TOMBSTONE.

AH... YOU WOULD
HAVE ME CREMATED.

OR STUFFED,
WHICHEVER
IS CHEAPER.

I'VE BEEN THINKING
HOW WONDERFUL IT
WOULD BE IF ALL
PEOPLE RENOUNCED
VIOLENCE FOREVER.



THAT'S A BEAUTIFUL
THOUGHT, DOGBERT.

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IF NOBODY ELSE WAS VIOLENT,
I COULD CONQUER THE WHOLE
STUPID PLANET WITH
JUST A BUTTER KNIFE.



5 Acres

10-108

YOU KNOW WHAT
I HATE ?

WHAT ?

I HATE IT WHEN
HUNDREDS OF PEOPLE
GET TOGETHER AND
THROW A SURPRISE
BIRTHDAY PARTY
FOR ME .

IT'S AMAZING
HOW NATURE
PROTECTS US
FROM THE THINGS
WE HATE .





MAYBE I SHOULD
WRITE A BOOK.



J. Allen

NAH... MAYBE I
SHOULD JUST READ
A BOOK.



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MAYBE I'LL JUST
READ THE TV GUIDE...



MAYBE I'LL JUST
WATCH WHAT-
EVER'S ON AND
TURN INTO
PUDDING...

11-29



SOMETIMES I FEEL LIKE
A KID IN AN ADULT'S
BODY, HOPING NOBODY
NOTICES.



IT'S AS IF I STOPPED
MATURING AND JUST
STARTED FAKING IT
AFTER AGE FOURTEEN.



I'LL BET WOMEN
NEVER FEEL
THAT WAY.

COOTIES

HOLD IT RIGHT
THERE, FELLA!

UH-OH... YOU
MUST HAVE SEEN
ME EAT THAT
GRAPE IN AISLE "B".

I JUST WANT
TO MAKE SURE
YOU PAY
FOR IT.

LOOKS LIKE 192
POUNDS. WHAT
WERE YOU BEFORE
YOU CAME IN?

HAPPY.

IT'S JUST MAN
AGAINST FISH
OUT HERE, MY
FRIEND.



ALTHOUGH IT'S A BIT OF
A MISMATCH, WITH MY
SUPERIOR BRAIN, EQUIP-
MENT AND STRENGTH.



BOY, ALL THAT AND
HE CAN WATER-SKI,
TOO.



SCIENTISTS HAVE
DISCOVERED THE
GENE THAT MAKES
SOME PEOPLE LOVE
GOLF.



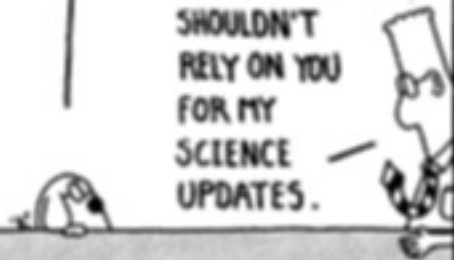
HOW CAN THEY
TELL IT'S THE
GOLF GENE ?



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IT'S PLAID
AND IT LIES.

I PROBABLY
SHOULDN'T
RELY ON YOU
FOR MY
SCIENCE
UPDATES.



THEY WERE RUDE
TO ME AT THE
BANK AGAIN,
DOGBERT.

I'VE HAD
ENOUGH...

SIC 'EM,
BOY!!

6 MONTH
CDs 3%

OPEN

HI. I'M DAVID
PACKARD; BILLIONAIRE
FOUNDER OF
HEWLETT-PACKARD.

...AND I'D LIKE TO PUT ALL
OF MY MONEY INTO ONE OF
YOUR NON-INTEREST
BEARING ACCOUNTS.

YOU'RE NOT DAVID
PACKARD. YOU'RE
JUST A DREAD-
FUL LITTLE
DOG WITH
GLASSES.

THEN AGAIN... I'VE NEVER
SEEN A PICTURE OF DAVID
PACKARD...

I'D BETTER
OPEN THE
ACCOUNT.

VERY GOOD. NOW GIVE
ME FIFTY PUSH-UPS OR
I'LL TAKE MY BUSINESS
ELSEWHERE.





HELEN JUST
CANCELED OUR
DATE.

WHAT EXCUSE
THIS TIME?

APPARENTLY SHE DISCOVERED
TINY FROZEN CAVEMEN IN
HER ICE CUBE TRAYS AND
SHE'S TRYING TO REVIVE
THEM FOR SCIENCE.

ARE YOU THE
LEAST BIT
SUSPICIOUS
OF THAT
STORY?

YEAH...
HOW DO I KNOW
THEY AREN'T
JUST ACTORS
PRETENDING
TO BE
CAVEMEN?

TONIGHT SISKEL AND
EBERT REVIEW DILBERT'S
LIFE.



... BORING AND STUPID...
LOOK OUT, GENE; I'M
GONNA HAVE TO SPIT TO
GET THE TASTE OUT OF
MY MOUTH...



I HATE WHEN THEY
DO THESE THEME
SHOWS.

OOPS. SORRY,
GENE.



AND ANOTHER OF LIFE'S
MYSTERIES IS, WHY DO
THEY CALL IT THE "GREAT

WALL OF
CHINA"?

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IT NEVER REALLY KEPT ANY
INVADING ARMIES OUT...
KIND OF A DISMAL FLOP
FROM AN ENGINEERING
PERSPECTIVE.

I DON'T THINK
"THE DISMAL FLOP
OF CHINA" WOULD
HAVE THE SAME
TOURIST
APPEAL.

I WOULDN'T
PAY TO
SEE IT.

MY TERRARIUM
EXPERIMENT IS
A FAILURE.

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BY NOW IT SHOULD HAVE
STARTED ITS OWN
SELF-CONTAINED
WEATHER PATTERNS.

AFTER ALL THIS
WAITING, IT'S
JUST SO...
SO...

ANTI-
CLIMATIC?

S. Adams

ISNT IT STUPID THAT
THE WORLD ECONOMY
IS BASED ON GOLD?



YEAH... NO MATTER HOW
ADVANCED CIVILIZATION
GETS, WE STILL USE
ROCKS FOR MONEY.



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THE DUMB PART IS
USING A ROCK THAT'S
SO HARD TO FIND.





I'M WRITING A POEM
FOR A WOMAN I JUST
MET. WOMEN LOVE
POEMS.



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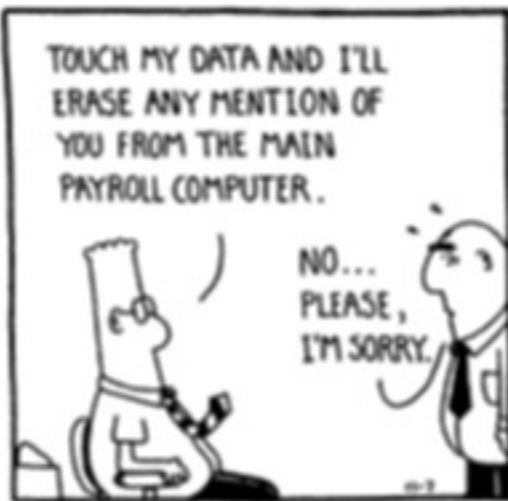
Your Legs

How wonderful your legs are,
You can even ask my matt,



'Cause if you didn't have 'em,
The ground would hit your butt.





I'VE DECIDED IT'S
TIME TO STOP TALK-
ING ABOUT WORLD
HUNGER AND START
DOING SOMETHING!



LET OTHERS DEBATE
POLICIES. MY TIME
TO ACT IS NOW.



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YOU'RE GOING
TO BUY A
SMARMY
BUMPER STICKER,
AREN'T YOU?



DARN
STRAIGHT.



HEY, HOW ARE
YOU? WHAT'S
HAPPENIN'?

GOOD TO SEE
YOU. I'M FINE.
GREAT, GREAT.
TAKE CARE.

I GUESS THERE WAS
NO REAL NEED FOR
ME TO PARTICIPATE
IN THAT.

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S. Adams

ALL OF US COSMOPOLITAN
GUYS USE CREDIT CARDS
TO PAY FOR DINNER.



UH-OH... I NEVER KNOW
WHICH PART OF THE
PAPERWORK TO KEEP. I
KNOW SOMETHING GETS
RIPPED UP...

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S. Alvarez



... AND BY THE TIME
I NOTICED THE TABLE-
CLOTH WAS TANGLED
UP WITH THE CARBON
PAPER, I HAD RIPPED
BOTH OF THEM TO
BITS.

AND THAT'S
WRONG?





I WAS MUGGED,
BUT I GOT A
GOOD LOOK AT
HIM.

I'LL GET A
POLICE
ARTIST.



... A BIG HEAD, AND
KIND OF A FRIGHTENED
EXPRESSION ...



PERFECT. LOOKS JUST
LIKE ME. NOW LET'S
DO THE MUGGER. HE
WAS SORT OF OFF TO
THE LEFT HERE.



WHAT'S ALL THE
WRITING FOR?

IT'S CALLED
"AFFIRMATIONS."

THE THEORY IS THAT IF YOU
WRITE DOWN YOUR OBJECTIVE
FIFTEEN TIMES A DAY, THE
OBJECTIVE WILL BE ACHIEVED,
NO MATTER HOW UNLIKELY.

BUT YOU'VE WRITTEN
"DILBERT WILL BE
EATEN BY A GARDEN
SLUG."

IT'S ALL I
COULD THINK
OF.

DOGBERT CONTINUES HIS RECKLESS
EXPERIMENT WITH THE POWER-
FUL FORCE OF "AFFIRMATIONS."

...WHAT IF THIS
ACTUALLY WORKS?



CAN YOU REALLY CAUSE ME
TO BE EATEN BY A GARDEN
SLUG JUST BY WRITING
IT DOWN OVER AND OVER?

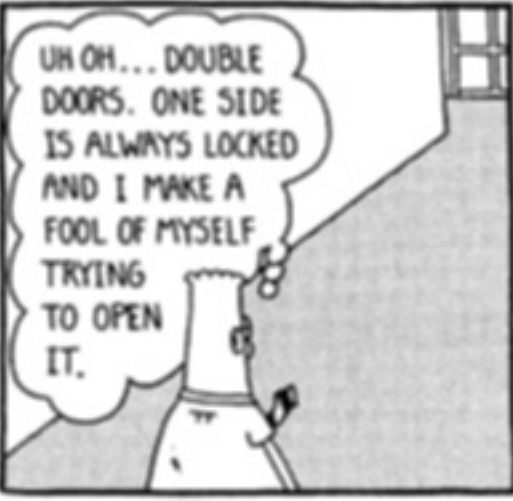
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WHAT AM I SAYING?
LOGICALLY, THERE'S
NO WAY THIS COULD
WORK.

DON'T GET TOO
FAR FROM
SALT.



A man with a large nose, wearing a white shirt and a dark tie, is looking at a door. A large speech bubble contains his dialogue.

UH OH... DOUBLE
DOORS. ONE SIDE
IS ALWAYS LOCKED
AND I MAKE A
FOOL OF MYSELF
TRYING
TO OPEN
IT.

The man is shown from the waist up, looking thoughtful with his hand on his chin. A large thought bubble contains his internal monologue.

WHICH SIDE IS IT?
LEFT? RIGHT?
PEOPLE ARE WATCHING.
THINK, THINK...

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The man is standing on a dark surface, looking up at a rectangular ventilation duct. A speech bubble contains his dialogue.

THAT'S WHEN I NOTICED THAT
THE VENTILATION DUCTS
WERE BIG ENOUGH FOR
A HUMAN TO CRAWL
THROUGH.

The man is shown from the chest up, looking down at a ventilation duct. A speech bubble contains his dialogue.

TOO BAD THEY
DIDN'T LEAD
OUTSIDE.

ALL MAMMALS
HAVE HAIR.



WHALES ARE
MAMMALS...

THEREFORE,
WHALES HAVE
HAIR.



SHAVE THE WHALES.



DILBERT, LET ME
INTRODUCE YOU
TO OUR NEW
ENGINEER.



I HATE INTRODUCTIONS.
I ALWAYS FORGET THEIR
NAMES. MAYBE I CAN
USE A WORD ASSOCIATION
MEMORY TRICK.

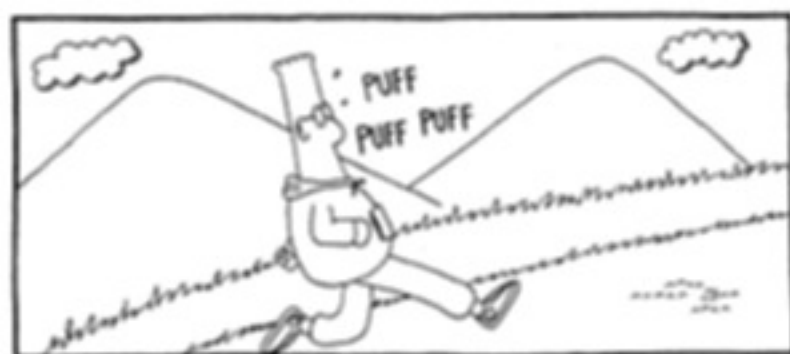
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HI, I'M
DEE ALAMO.

DARN...
NOTHING.





HERE'S AN INTERESTING
EDITORIAL . . .



THIS GUY SAYS WE SHOULD
INCREASE THE PAY OF
CONGRESSMEN TO REMOVE
INCENTIVE FOR THEM TO
ENGAGE IN ILLEGAL
ACTS.



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BY THAT THEORY,
CRIMINALS AREN'T
BAD, JUST UNDER-
PAID.



J. Albers

OKAY THEN, SUPPOSE
YOU HAD EVERYTHING
YOU WANTED. WHAT
WOULD YOU DO?



GLOAT. MAKE EVERY-
BODY ELSE FEEL LIKE
FAILURES. LIVE A
GARISH AND DECADENT
LIFE.



AND WHEN
THAT GETS
BORING?

MAYBE START
MY OWN PERFUME
COMPANY.



YIKES!

WHAT ARE YOU?!

DO NOT PANIC.
I AM YOUR
EGO.

MY EGO ?? ... SHOULDN'T
YOU BE INSIDE ME
SOMEPLACE ?

WELL, YES,
NORMALLY WE
EGOS FEED
WITHIN THE
BODY.

SO WHAT THE HECK
ARE YOU DOING OUT
HERE ?

YOU'RE STARVING
ME, MAN. I'M
GOING TO TRY OUT
FOR A PLAY
OR SOME-
THING.

WELL, IF YOU'RE
MY EGO, I ORDER
YOU TO GET BACK
INSIDE ME.



YOU DON'T SEEM TO
UNDERSTAND WHO'S
IN CHARGE HERE. WITH-
OUT ME, YOU'RE NOTHING!



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G. Adams

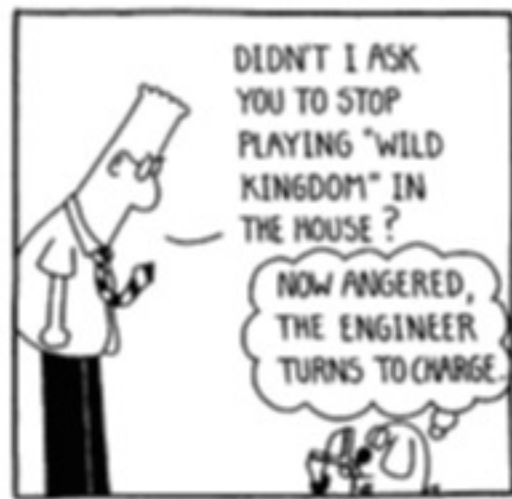
I DO FEEL A BIT
INSECURE...



NOW DANCE
FOR ME, HA
HA HA, DANCE!



11-23



I'VE BEEN CONSIDERING
ACUPUNCTURE AS A WAY
TO RELIEVE STRESS.



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THE THEORY HERE IS
THAT STICKING LARGE
NEEDLES INTO YOUR
BODY WILL HELP
YOU RELAX?



IT SOUNDS SILLY
WHEN YOU SAY
IT.

SOMETIMES
SARCASM HELPS
US THINK MORE
CLEARLY.



A man is sitting in a high-backed chair, leaning forward and talking to a dog that is sitting on the floor. The dog is looking up at the man.

DID I EVER TELL
YOU WHAT DOGS
BELIEVE ABOUT
THE UNIVERSE?

A dog is shown from the chest up, looking directly at the viewer.

WE BELIEVE IN
INFINITE PARALLEL
UNIVERSES, ALL
SLIGHTLY DIFFERENT.

A dog is shown from the chest up, looking directly at the viewer.

FOR EXAMPLE, IN OUR
UNIVERSE, VINCENT VAN
GOGH CUT HIS EAR OFF TO
DEMONSTRATE HIS LOVE
FOR A WOMAN.

A dog is shown from the chest up, looking directly at the viewer.

BUT, IN A PARALLEL
UNIVERSE, VAN GOGH LOSES
THE EAR IN A TRAGIC TOE-
NAIL CLIPPING ACCIDENT...

A dog is shown from the chest up, looking directly at the viewer.

... VINNIE CLIPS THE
NAIL, AND IT JUST GOES
FLYIN' UP AND RIPS
HIS EAR CLEAN OFF.

A man is sitting in a high-backed chair, leaning forward and talking to a dog that is sitting on the floor. The dog is looking up at the man.

IN YET ANOTHER UNIVERSE,
MAYBE HE HAD A DOG WHO
TALKED HIS EAR OFF.

A dog is shown from the chest up, looking directly at the viewer.

THIS IS WHY DOGS
RARELY DISCUSS
THEIR BELIEFS.

QUICK, QUICK!
GIVE ME YOUR
HAND !!!



THANKS... I
ALWAYS PUT A
HAND OVER MY
MOUTH WHEN
I SNEEZE.



I'M ENJOYING THE
NEW INFORMAL
APPROACH AT THE
WHITE HOUSE.

I JUST HOPE IT DOESN'T
EMBARRASS US IN THE
INTERNATIONAL COMMUNITY.

DOGGONE IT, I
TOLD YOU TO SET
UP A MEETING
WITH GORBY!

WHAT'S
A GORBY?

I HAVE A
STUPID
QUESTION...

THERE ARE NO
STUPID
QUESTIONS.

THAT'S RIDICULOUS... IF
THERE ARE NO STUPID QUES-
TIONS THEN WHAT KIND
OF QUESTIONS DO STUPID
PEOPLE ASK? DO THEY GET
SMART JUST IN TIME TO
ASK QUESTIONS?

WERE YOU
GOING TO
ASK ME
SOMETHING?

SEE... NOW
THERE'S A
STUPID QUES-
TION.

WHAT DOES A DOG
SCHOOL HAVE IN
COMMON WITH THE
TV SHOW "SIXTY
MINUTES"?

THEY BOTH HAVE
"HAIRY REASONERS."

UH... RIGHT.

AND PEOPLE WONDER
WHY DOGS SOME-
TIMES TURN ON
THEIR OWNERS...

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S. Ajana

11-28



WELL, DILBERT, WILL
OUR IDEA WORK FROM
A TECHNICAL PERSPECTIVE?



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I WASN'T LISTENING...
NOW I'LL HAVE TO BABBLE
ABOUT IRRELEVANT TECH-
NICAL THINGS UNTIL THEY
LOSE
CONSCIOUS-
NESS.

1A-8

5. Adams

AND IN CONCLUSION,
NEVER UNDERESTIMATE
THE POWER OF TECHNOLOGY.





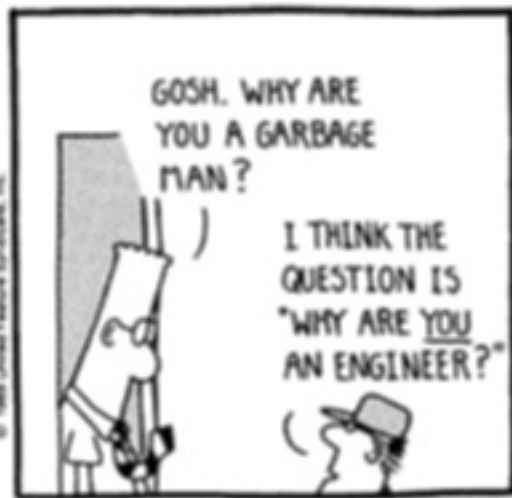
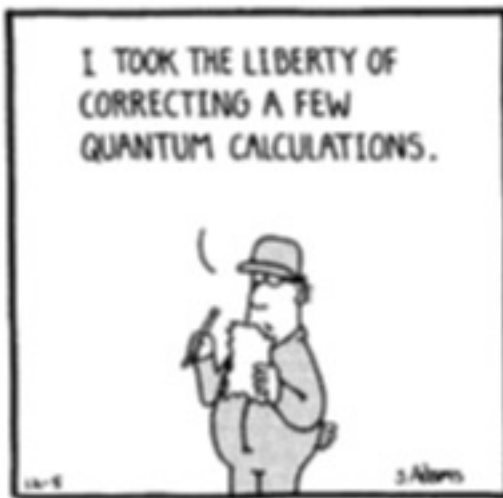
HMM... SAYS HERE
THAT MICHAEL JACKSON
IS CONSIDERING EVEN
MORE PLASTIC SURGERY.

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THAT EXPLAINS
WHY HE WANTED
TO BUY THE
REMAINS OF THE
"ELEPHANT MAN."

FOR SPARE
PARTS ?

WELL, IT
WASNT FOR
THE IVORY.





DO YOU EVER
FEEL LIKE
DOING SOME-
THING REALLY
STRANGE?



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SOMETIMES I GET THE
URGE TO BREAK INTO
THE POST OFFICE AT
NIGHT AND LICK ALL
THE STAMPS.



J. Adams

14-9

WELL... THAT'S
NOT TOO STRANGE.

THEN I WOULD
SEE HOW LONG I
CAN STICK TO
THE WALL BY MY
TONGUE.



SOMETIMES I FEEL
LIKE I'M JUST AN
ACTOR ON THE COSMIC
STAGE OF LIFE.

MAYBE I'M DUSTIN
HOFFMAN IN A
DOGGIE COSTUME

I BETTER FIND A
MIRROR AND CHECK
MY FUR FOR A
ZIPPER.

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GOD SPOKE TO ME
TODAY. HE APPOINT-
ED ME RULER OF
ALL CREATURES
ON EARTH.

GOD DID NOT
SPEAK TO
YOU.

IT WAS WORTH
A SHOT.

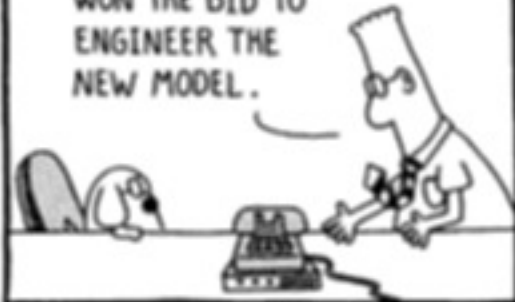
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S. Adams

18-9



THIS IS THE NEW "HOT
LINE" PHONE TO THE
KREMLIN. MY COMPANY
WON THE BID TO
ENGINEER THE
NEW MODEL.



THAT'S A FULLY FUNCTION-
AL PROTOTYPE, SO DON'T
MESS WITH IT.



SO, GORBY, I UNDER-
STAND YOU'VE BEEN
FINGER-PAINTING
WITH YOUR FOREHEAD...



DOGBERT PLAYS A RECKLESS
PRANK WITH DILBERT'S PROTO-
TYPE "HOT LINE" TO THE
KREMLIN.

HEY GORBY, DID
YOU HEAR THIS
QUOTE...

"COMMUNISM IS THE MOST
PAINFUL PATH BETWEEN
CAPITALISM AND
CAPITALISM."

"FIRE ONE"? HA
HA HA...WHAT
A KIDDER YOU
ARE.

SOME SAY IT IS MAN'S
ABILITY TO REASON
WHICH SEPARATES
HIM FROM MERE
ANIMALS.

YEAH,
BUT...



SURELY YOU REALIZE THAT
IN THE ANIMAL KINGDOM
THERE IS NO EQUIVALENT
TO "ALL-STAR WRESTLING."



OOH - WE'RE
MISSING IT
RIGHT NOW.



STOMP YOUR
FOOT TWICE IF
YOU'RE FOLLOW-
ING ANY OF
THIS AT ALL.



YIKES!!!
A SKUNK IN
THE HOUSE!!!



HI.

OH, DON'T WORRY; WE SKUNKS
ONLY SPRAY WHEN WE'RE
SCARED... I CERTAINLY
WOULDN'T USE MY THREAT-
ENING POWER TO FORCE YOU
TO DO MY BIDDING.



Salerno

12-74

THEN WHY IS
YOUR TAIL
TWITCHING?!



I'M SCARED YOU
MIGHT NOT OFFER
ME A BIG BOWL
OF STRAWBERRY
ICE CREAM.



DILBERT IS THREATENED BY
AN ABUSIVE SKUNK.

THAT'S RIGHT: A
BIG BOWL OF ICE
CREAM COULD
KEEP ME FROM
BEING AFRAID
AND REFLEXIVELY
SPRAYING YOUR
LIVING ROOM.



THIS IS
BLACKMAIL!



MY GOODNESS,
NO. IT'S JUST
THAT I CAN'T
CONTROL MY
FEAR RESPONSE



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NOW I'M AFRAID
THAT YOU WON'T
SING THE SONGS
FROM "CATS" WHILE
I EAT.



DUST. WHERE DOES IT
COME FROM? HOW
DOES IT GET UNDER
YOUR BED?

IS IT A NATURAL
PHENOMENON OR
A MESSAGE TO
ANCIENT ASTRO-
NAUTS?

TOMORROW ON "GERALDO,"
"DUST: WHAT'S IT ALL
MEAN?"

IT MEANS YOU'RE
PRETTY MUCH
OUT OF TOPICS.



THAT'S RIGHT... COUGH-
COUGH! ... I WON'T BE IN
TO WORK... COUGH-WHEEZE-
COUGH...



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BAD COLD? WELL, NO,
ACTUALLY I HAVE A BAD
HEADACHE...



J. Alpert

BUT I DON'T KNOW
HOW TO MAKE A
HEADACHE SOUND OVER
THE PHONE.



12-118

I GOT HIT BY
A RENTED CAR.



HERTZ ?



NOT ANY MORE,
BUT THANKS
FOR ASKING.



THAT'S ABOUT ALL THE
SYMPATHY I CAN
MUSTER FOR ONE DAY.



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I'M AFRAID I'LL
NEVER FIGURE OUT
HOW TO MAKE MY
INVENTION WORK.

YOU ARE TOO
LOGICAL. USE
THE RIGHT SIDE
OF YOUR BRAIN.



18-87

HMM... YES, I MUST
CALL ON MY CREATIVE
SIDE...



J. Adams

NOW IT DOESN'T
WORK AND I
WANT TO CRY.



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MY COMPUTER HAS
DETERMINED THE
FUNNIEST WORDS
IN THE WORLD...



THEY INCLUDE CHAINSAW,
WEASEL, PRUNE AND
ANY REFERENCE TO
"GILLIGAN'S ISLAND."

NOW I CAN
MAKE MY
OWN JOKES!



...SO THEN THE SKIPPER
GETS ATTACKED BY THIS
PRUNE-EATING WEASEL
WITH A CHAINSAW...



DOGBERT, I CAN'T
SLEEP... DO YOU
KNOW ANY FOLK-
REMEDIES?



I RECOMMEND SPREADING
GRAPE JELLY ON YOUR
TORSO AND SLAPPING
YOUR FOREHEAD
AGAINST AN OVERRIPE
CANTALOUPE.



THIS MUST BE
HOW ALL FOLK
REMEDIES GET
STARTED.

SLAP
SLAP
SLAP



UH-OH... TOLL
BOOTH AHEAD.

TURN DOWN
THE RADIO...
GET EXACT
CHANGE
READY...



12-85

I WONDER IF IT'S
NORMAL TO WANT
THE TOLL-TAKER TO
LIKE ME.

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S. Alpert









OH, SURE, DAN QUAYLE
MAY BE VICE PRESIDENT
OF THE UNITED
STATES ...



... BUT HE STILL PUTS
HIS PANTS ON ONE LEG
AT A TIME.



OH, LORD, NOT
THIS AGAIN...



I WAS REWARDED
TODAY FOR PERFECT
ATTENDANCE AT
WORK.

WHAT DO
YOU GET ?

A DAY OFF
WITH PAY.

IT'S A MIRACLE
YOUR SPECIES
HAS SURVIVED
THIS LONG.

LET ME GET THIS
STRAIGHT... YOU
SAY THAT BAD
GRAMMAR CAN
BECOME GOOD
GRAMMAR OVER
TIME?



YES. IF A BUNCH OF
INTELLECTUALS START
USING A WORD WRONG,
THEN IT BECOMES PROPER
IN COMMON
USAGE.



12-30

J. Alvin

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GRAMMAR WOULD BE
A LOT LESS CONFUSING
IF WE HAD SMARTER
INTELLECTUALS.



Dilbert

By Scott Adams



PUT ON YOUR PARTY HAT, DOGBERT. IT'S ALMOST 1990.

DO YOU HAVE ANY NEW YEAR'S RESOLUTIONS?



A FEW...



I RESOLVE TO SHOW NO TOLERANCE FOR THOSE LESS FORTUNATE ...



REDEFINE MORALITY TO SUIT MY SHORT TERM OBJECTIVES...

AND CONQUER THE PLANET EARTH AND MAKE ALL THE INHABITANTS MY SLAVES.



I DON'T THINK YOU'VE CAPTURED THE SPIRIT OF THIS RESOLUTION THING.

YOU'RE JUST JEALOUS BECAUSE I TOOK ALL THE GOOD ONES.

I'M GRUMPY TODAY,
SO DON'T EVEN TRY
TO TALK TO ME.



AND DON'T TRY TO FLATTER
ME OR GIVE ME CHOCOLATE
CAKE TO MAKE ME FEEL
BETTER.



AND I GUESS I SHOULDN'T
SCRATCH YOU BEHIND THE
EARS UNTIL YOU HAVE
LITTLE LEG SPASMS.

RIGHT. NONE
OF THAT.



I'M STARTING TO
WRITE AN
UNAUTHORIZED
BIOGRAPHY
ABOUT YOU.



IT'S KIND OF A "PET
AND TELL" EXPOSÉ
FULL OF STARTLING
REVELATIONS.



WHO WOULD BE
STARTLED BY
MY LIFE?



I THINK YOU
WILL BE.

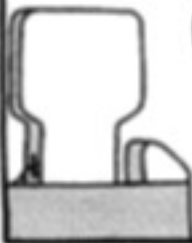


ARE YOU REALLY GOING
THROUGH WITH THE
UNAUTHORIZED
BIOGRAPHY OF ME?

YES.



I'M UP TO THE PART
WHERE JACKIE 'O' AND
LIZ TAYLOR FIGHT A
DUEL FOR YOUR LOVE.



TRAGICALLY, NEITHER
ARE AWARE THAT
YOU'RE CARRYING
STEVE GARVEY'S
BABY!

TAP
TAP
TAP



WELCOME TO ANOTHER MEETING
OF THE "SKEPTICS SOCIETY."



TONIGHT WE WILL USE SCIENTIFIC
METHODS TO DEBUNK EDNA
GRIFFIN'S CLAIM THAT SHE CAN
TURN AN AUDIENCE INTO A
FLOCK OF CHICKENS.



WE'LL NEED
SOME VOLUN-
TEERS...

MOTION TO
ADJOURN...



WHOA, LOOK
AT THE TIME!

GOOD NEWS: THE "ALL-
YOU-CAN-EAT" SALAD
BAR JOINT JUST
DECIDED TO STAY OPEN
TWENTY-FOUR HOURS
A DAY!



WE CAN GET A TABLE BY
THE WINDOW AND LIVE
THERE FOR THE REST OF
OUR LIVES - FOR ONLY
\$5.95 A PIECE !



1-6-90

J. Altman

HOW WOULD WE
BATHE ?

THEY HAVE
LITTLE "MOIST
TOWELETTES."



DO YOU HAVE
SOMETHING FOR
A HEADACHE?



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I'M PRETTY SURE
THIS WILL DO
THE TRICK.



THANKS.



I WONDER IF
HE MEANT SOME-
THING TO GET
RID OF A
HEADACHE.

NAH...





I'VE GOT TO GET OUT
OF THIS BAD MOOD
SOMEHOW.



I'LL HAVE TO
FIND SOME-
BODY INNOCENT
TO BLAME ...

AND MAKE
HIM PLEAD
FOR MY
FORGIVE-
NESS.



HI, DOGBERT.

IS THAT SOME
KIND OF AN
INSULT ?



I CAN FEEL THE
STATIC ELECTRICITY
BUILDING . . .

SHUFFLE
SHUFFLE

SHUFFLE
SHUFFLE

SHUFFLE SHUFFLE

SHUFFLE
SHUFFLE

I MOST CERTAINLY
WILL NOT CALL YOU
"THOR, DOG OF
THUNDER."

PREPARE TO DIE .

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MAYBE SINCE YOU'RE
FULL OF STATIC ELEC-
TRICITY, YOU SHOULD
SAY "IT IS USELESS
TO BE A RESISTOR."
HEE-HEE-HEE.



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NOTHING ANNOYS
THE "DOG OF
THUNDER" QUITE
AS MUCH AS
NERD PUNS.

LET'S GO...IT'S
TIME TO RENEW
YOUR DOG LICENSE.



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DEPARTMENT
OF DOGS



I WONDER WHAT
HAPPENS IF I
FAIL THE WRITTEN
TEST?



3/9/93

I'M SORRY, BUT IT SEEMS
YOU'VE FAILED THE WRITTEN
PORTION OF THE DOG
LICENSE TEST.

IMPOSSIBLE!

FOR EXAMPLE, THIS QUESTION
ON "NATURAL ENEMIES":
THE CORRECT ANSWER IS
"MAILMAN." YOU WROTE -
IN "FAX MACHINE."

HOW'D IT GO ?

THE "DEPARTMENT
OF DOGS" DOES
NOT KEEP UP WITH
EMERGING TRENDS.

I THINK IT'S
MY FUEL PUMP.

YOUR
WHAT?



WHAT I MEAN IS
I THINK IT'S MY
@!#* FUEL
PUMP.



WELL, WHY
DIDN'T YOU
JUST #500
SAY SO?

SORRY... I
FORGOT WHERE
I WAS.





YOU KNOW, MANY
GREAT MEN KEPT
DIARIES.

NOT TO MENTION
THE ENTIRE
KIRK CAMERON
FAN CLUB.



Monday:
Woke up. Went
to work. Came
home. Ate.
Watched T.V. and
went to bed.

WELL, THIS WAS
BOTH THERAPEUTIC
AND SATISFYING.



SOMETIMES IT'S
GOOD TO BARE YOUR
SOUL LIKE THAT.



WHO THE HECK
IS KIRK
CAMERON?



Tuesday:
See "Monday."

YOU WHAT?!!

I GOT A JOB AS
A SUBSTITUTE
SCHOOL TEACHER.



Salerno

YOU AREN'T
QUALIFIED TO
BE A TEACHER.
YOU'RE A DOG.

LITTLE KIDS
WON'T KNOW THE
DIFFERENCE.



YOU DO REMIND
ME A BIT OF MY
FOURTH GRADE
TEACHER.

JUST A
COINCIDENCE?



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CAN'T I TALK YOU OUT
OF BECOMING A SUB-
STITUTE TEACHER?

DON'T WORRY.

I WON'T DAMAGE
THE LITTLE TYKES.

DAY ONE

GOOD MORNING,
CHILDREN. I'M
MR. DOGBERT.

ARE YOU
FLAMMABLE?

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DAY ONE AS A SUBSTITUTE TEACHER

JENNIFER! PUT THAT
FLAME-THROWER AWAY
RIGHT THIS MINUTE!



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EUGENE! RELEASE THOSE
HOSTAGES OR I SHALL BE
FORCED TO FLING THIS
CHALK ERASER AT YOUR
HEAD!



IS THAT A "STINGER"
MISSILE LAUNCHER?
WELL, I HOPE YOU
BROUGHT ENOUGH FOR
EVERYBODY!



I DID.



OKAY, CLASS . . . PUT YOUR
WEAPONS AWAY AND OPEN
YOUR TV GUIDES.



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TIMMY, PLEASE READ
ALOUD THE PASSAGE
FROM "FALCON CREST"
UNDER THE FRIDAY
LISTINGS.



THERE'S GOT TO BE
A BETTER WAY TO
TEACH SEX EDUCATION.



S. Allen

HOW WAS YOUR
FIRST DAY AS A
SUBSTITUTE
SCHOOL TEACHER?



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IMAGINE FEELING
COMPLETELY POWER-
LESS . . . LIKE A
MARBLE STATUE . . .



SAHNS

1-19

GOSH... THAT
SOUNDS PRETTY
BAD.



NOW IMAGINE
THE BIGGEST
FLOCK OF PIGEONS
YOU EVER SAW...





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... AND WOMEN HAVE
ALWAYS PLAYED HARD
TO GET...

DILBERT AND EVE

THEN HOW
ABOUT A
DATE NEXT
YEAR?

I'D LOVE TO,
BUT I DON'T
HAVE A THING
TO WEAR.

NORMALLY I'D
GIVE YOU SIX
MONTHS TO
LIVE.



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BUT WE'RE HAVING A
"50% OFF SALE" TODAY,
SO I'LL GIVE YOU A
FULL YEAR FOR THE
SAME PRICE.



AND YOU GET AN
EXTRA TEN DAYS
IF YOU PAY CASH!



S. Adams

...AND THE DOCTOR
GAVE ME JUST A
YEAR TO LIVE.

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I'M SORRY, LITTLE
GUY... I DON'T
KNOW HOW YOU'LL
MANAGE WITH-
OUT ME.

WOULD IT BE TOO
MUCH TROUBLE TO
PAINT THE HOUSE
BEFORE YOU GO?

5/1/90



IT SEEMS WE HAD
A MIX-UP WITH
YOUR TEST RESULTS.

THEN I'M
NOT DYING?



WE DOCTORS ARE
AMAZINGLY SMART,
BUT OCCASIONALLY
WE MAKE A LITTLE
ERROR.



WELL... I
UNDERSTAND.

BY THE WAY,
YOUR PAP
SMEAR WAS
NORMAL.

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BY MY CALCULATIONS,
WE CAN MAKE MILLIONS
BY COMBINING A
MORTUARY BUSINESS
AND A GARBAGE
COLLECTION BUSINESS.



OUR CUSTOMERS COULD
SIMPLY LEAVE THE
DEARLY DEPARTED BY
THE CURB FOR PICK-UP.



MAYBE WE COULD
ADD PIZZA
DELIVERY, TOO .

LET'S NOT
PUSH A GOOD
IDEA TOO FAR .



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I HATE FANCY HOTELS
LIKE THIS...

AM I EXPECTED
TO TIP THE MAID
WHEN I
LEAVE?

I COULD ASK
THAT CONCIERGE
GUY...

CAN I TRUST
A GUY WITH
A FRENCH-
SOUNDING
JOB?

...AND DO
I HAVE TO
TIP HIM?



I'VE DECIDED TO
WRITE DOWN ALL
OF THE SO-CALLED
"UNWRITTEN
RULES."



J. Alvin

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SO FAR I HAVE "DON'T
PHONE AFTER TEN P.M."
AND ... UH ...

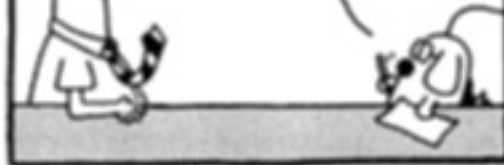


1-49

THAT'S
IT?



HOW ABOUT
"DON'T THROW
PORCUPINES IN
A BALLOON
STORE"?



WHILE YOU WERE
WASTING YOUR
TIME AT WORK I
CAME UP WITH A
MILLION DOLLAR
IDEA.



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IT'S THE "MADONNA
SUN TAN LOTION
APPLICATOR" FOR
LONELY GUYS !!



S. Adams

1-30

I'LL TAKE ONE.



IT LOOKS LIKE
BARBIE ON A
STICK, BUT IT'S
MADONNA.



NO, YOU MAY NOT BORROW
THE CAR TO GO CRUISING.

I THINK WE
SHOULD VOTE
ON IT.

HEH-HEH... OKAY, BUT
A TIE MEANS NO CHANGE
IN THE DECISION.

FAIR
ENOUGH.

I'M GLAD
HE DIDN'T
DEMAND A
RECOUNT.

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ACCORDING TO MY
RESEARCH, DOGS
ARE EXEMPT FROM
HUMAN LAWS.



THE GREAT PART IS
THAT I CAN COMMIT
ANY CRIME AND MY
OWNER WILL BE
HELD FULLY
RESPONSIBLE.



I'M HOPING YOU
WON'T TAKE A
SELFISH VIEW
ABOUT THIS.



THANKS FOR ASKING
ME OUT. WOULD YOU
LIKE TO SEE MY
OPERATING MANUAL?

OPERATING
MANUAL?

IT'S AN AID TO
MEN. IT COVERS
EVERYTHING FROM
"BUYING FLOWERS"
TO "OPENING
DOORS."

LOOKS LIKE YOU'RE
DUE TO HAVE YOUR
JEWELRY ROTATED.

EVERY THIRTY
DAYS. SAVES
MONEY IN
THE LONG
RUN.



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UGH... WHAT TIME
IS IT?... WHERE
AM I?... WHO AM
I?

MUST BE MORNING...
IS THIS A WORK DAY?
DO I HAVE A JOB?...
IS IT WORTH GETTING
UP FOR?

"MORNING AMNESIA":
NATURE'S WAY OF
KEEPING YOU FROM
WAKING UP
SCREAMING.

DOGBERT, WE CAN'T STAND
HIDING AROUND THE HOUSE
ANYMORE.



WE DINOSAURS RULED THIS
PLANET ONCE. NOW WE
JUST HIDE IN PEOPLE'S
HOUSES, PRETENDING TO
BE EXTINCT.



DAWN, IT'S TIME
FOR OUR COMEBACK
TOUR.

I THINK SOME
OF ELVIS'
JUMPSUITS
WILL FIT.



WE'LL KICK OFF THE
DINOSAUR COMEBACK
TOUR BY SINGING
"MY WAY."



THEN WE'LL BREAK THE
INSTRUMENTS, WADE
INTO THE CROWD AND
BITE THE HEAD OFF
SOMEBODY IN THE
FRONT ROW!



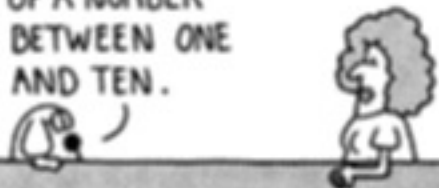
"OZZY OSBOURNE"
ALREADY DID
THAT.





DOGBERT PERFORMS A
SCIENTIFIC TEST OF SO-CALLED
"WOMEN'S INTUITION."

I'M THINKING
OF A NUMBER
BETWEEN ONE
AND TEN.



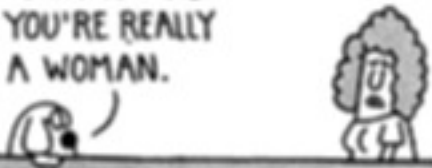
5.1362894 ... NO,
I'LL SAY THREE.



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2-9 5-10-90

WRONG! THE
ANSWER IS
5.1362894 ...
I'M BEGINNING
TO WONDER IF
YOU'RE REALLY
A WOMAN.



YOU'VE HEARD THE
"OTHER" TIRE COMPANY
IMPLY THAT YOUR
CHILD'S SAFETY DEPENDS
ON ITS PRODUCT...

THAT'S NOTHING. IF
YOU DON'T BUY OUR
TIRES YOUR WHOLE
STINKIN' EXTENDED
FAMILY WILL CROAK!!!

AND DON'T GET
TOO ATTACHED TO
THE FAMILY DOG,
EITHER. HA HA
HA HA HA!!

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BE CANDID, DILBERT. WE HAVE A CORPORATE PHILOSOPHY THAT SAYS WE "DON'T SHOOT THE MESSENGER."

GOOD.

HAD YOU CONSULTED WITH THE ENGINEERING DEPARTMENT, YOU NEVER WOULD HAVE LAUNCHED SUCH AN ILL-CONCEIVED PRODUCT.

IT IS DOOMED TO FAIL. YOU WILL ALL BE HUMILIATED AND PROBABLY FIRED.

CAN'T I JUST WING HIM?!!

NO, EILEEN, THAT'S NOT OUR PHILOSOPHY.

IT TURNS OUT THE CORPORATE PHILOSOPHY IS A VERY FLEXIBLE DOCUMENT.

YOU'RE GETTING TAR ON THE CARPET.

DOGBERT...
NAPPING
AGAIN?



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DON'T YOU KNOW THAT
MANY FAMOUS PEOPLE
FUNCTIONED WITH VERY
LITTLE SLEEP...?



THERE WERE
JACKIE GLEASON,
BEN FRANKLIN,
NAPOLEON...

I LIKE TO THINK
I'M MORE ATTRACTIVE
THAN ANY OF THOSE
GUYS.



... SO TO DO
OUR PART FOR
EAST-WEST
RELATIONS...



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I'VE DECIDED TO
HOST A DOG FROM
THE SOVIET EX-
CHANGE PROGRAM.



WHAT?

DOGBERT, I'D LIKE YOU
TO MEET NIKITA...
NIKITA DORGACHEV.



CHARMED.



DOGBERT MEETS THE SOVIET-
EXCHANGE PROGRAM DOG.

HE SEEMS
HARMLESS.

GREETINGS,
COMRADE
DOGBERT.

I HAVE COME TO LEARN
CAPITALIST SYSTEM
FROM DOG'S PERSPECTIVE.

... AND YOUR
GOD IS THIS
DONALD TRUMP?

I DON'T
THINK IT'S
OFFICIAL YET.

YOU SEE, DORGY,
UNDER OUR CAPITALIST
SYSTEM ANYBODY
CAN BECOME RICH.

HOW?

INHERITANCE AND
CRIME ARE THE
MOST POPULAR
METHODS.

WHICH IS
PREFERRED
METHOD?

IT'S BEST TO
HAVE YOUR
PARENTS
DO THE CRIME
AND LET YOU
INHERIT IT.

DORGY, WHY ARE
YOU DRESSED LIKE
A MAID?

DOGBERT IS
TEACHING ME
CAPITALISM.



TODAY I AM LOWLY MAID.
BUT WITH HARD WORK I
WILL BE PROMOTED TO
JOB AS MAJOR INDUST-
RIALIST.

RIGHT?



APPARENTLY
THERE IS
FLAW IN
SYSTEM.



YEAH, BUT
WE BLAME
IT ON THE
JAPANESE.



THE GREAT THING
ABOUT DOGS IS
THEIR LOYALTY.



S. Adams

I FLUSHED ALL OF YOUR
SWEATERS DOWN THE
JOHN, BECAUSE IT
WAS FUN.



4-17

DOGS ARE HONEST,
TOO.

AND I'LL DO
IT AGAIN
HA HA HA!



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I READ THAT DINOSAURS
EVOLVED INTO THE
BIRD FAMILY.

THAT'S EXACTLY
CORRECT, DOGBERT.

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BUT MOST PEOPLE DON'T
REALIZE THAT THERE
WAS A VERY DIFFICULT
PERIOD WHEN SOME
DINOSAURS STARTED
EVOLVING INTO BIRDS.

"LEARNING TO FLY WAS
THE HARDEST PART."

"AND LIVING IN TREES
WAS A REAL NUISANCE."

BOY, THAT
SOUNDS
TOUGH.

THE TRAGIC
PART IS THAT
WE DID IT
JUST FOR THE
"BONUS MILES."

HELLO, IS THIS
THE LIBRARY
REFERENCE
DESK?

YES.



S. Adams

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WHAT'S THE AVERAGE
RUNNING SPEED OF
THE TAZMANIAN
BOOLA-BOOLA DOG?

8.3 MILES
PER HOUR.



8-19

I CAN'T BELIEVE
SHE KNEW THAT.

AND YOU
HAVE SOME-
THING
STUCK IN
YOUR TEETH.



I'VE GOT A BLIND DATE
WITH THE LADY WHO
WORKS AT THE LIBRARY
REFERENCE DESK.

WHAT IF SHE'S
UGLY?

LOOKS AREN'T IMPORTANT.
SHE SOUNDED VERY SMART
OVER THE PHONE, AND I'M
ATTRACTED TO INTELLIGENT
WOMEN.

OH... RIGHT.

UH... SHOULD I TALK,
OR WILL YOU BE
READING MY THOUGHTS
DIRECTLY?

SO, UM ... HOW DO
YOU LIKE WORKING
AT THE LIBRARY
REFERENCE DESK?



2-41

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IT'S PRETTY GOOD, NOW
THAT I'VE MEMORIZED
ALL THE BOOKS. NO MORE
FLIPPING THROUGH PAGES...



SALES

I'M FEELING A
BIT INADEQUATE
AT THE MOMENT.



DON'T WORRY.
I'LL JUST THINK
ABOUT OTHER
THINGS WHILE
YOU'RE TALKING.

GOSH, BRAINELLA, I'VE
NEVER DATED A WOMAN
AS SMART AS YOU
BEFORE...



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LET'S JUST START RIGHT
IN TALKING ABOUT ALL
KINDS OF SMART STUFF.
C'MON, GIVE ME YOUR
BEST SHOT. I'M NOT
INTIMIDATED.



NOT HERE. IF YOUR BRAIN
EXPLODES, IT'LL RUIN
MY OUTFIT.





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I PROGRAMMED THE
COMPUTER TO PRE-
DICT WHAT PEOPLE
WILL BE LIKE IN
200 YEARS.

WHAT ASSUMPTIONS
ARE YOU MAKING?

IT'S BASED ON
TRENDS IN
TODAY'S
YOUTH.

FOR EXAMPLE, WE KNOW THAT
SCIENCE SKILLS ARE DECLINING,
MORE KIDS ARE OVERWEIGHT,
AND SELFISHNESS IS RISING.

A.D. 2190

I HEARD THAT
BOBBY EXPLODED.

I WONDER WHY THAT
KEEPS HAPPENING.

WHO CARES?
MORE FOR US.

THIS IS UNCLE PHIL
BEFORE HE DIED
HANG GLIDING.



DID HE HIT
A TREE?

LET'S JUST
SAY HE DIDN'T
READ THE
HANG GLIDER
MANUAL VERY
CAREFULLY.



I WONDER
IF THERE'S
ANOTHER REASON
IT'S CALLED
HANG GLIDING.

NAH...



I DECIDED TO
RECOGNIZE YOU
FOR YOUR JOB
PERFORMANCE.

SO I NAMED ONE
OF MY PENCILS
AFTER YOU.

GOSH. IS
THAT IT
RIGHT
THERE?

NO. THAT'S
MY GOOD
PENCIL.

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THIS IS SO NICE . . .
JUST A MAN AND
HIS MUTT OUT FOR
A WALK .

"MUTT" ?!



I THINK OF IT MORE AS A
"CANINE AND A CLOD" OR
A "DOG AND A DUMMY" . . .
MAYBE A "POOCH AND A
PINHEAD" OR A "BOWSER
AND A BLOCKHEAD."



I THINK THAT'S
ENOUGH.

A "HOUND AND
A KINEY."



HERE'S A PICTURE OF MY
UNCLE JUST BEFORE HE
WAS DRAFTED. HE WAS
AWARDED ELEVEN
PURPLE HEARTS.



HE WAS
WOUNDED
ELEVEN
TIMES ?!

UNCLE WILLIAM
INSISTED THAT
HIS FRIENDS
CALL HIM "WILL"...



OKAY, MEN,
FIRE AT WILL !!



HELLO?

THIS IS
YOUR BANK.

J. Adams

WE'RE HAVING TROUBLE
MEETING PAYROLL...
COULD YOU COME DOWN
AND MAKE SOME
DEPOSITS RIGHT AWAY?

3-4

WILL YOU TAKE
A CHECK?

FROM YOU?

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"URGENT MEMO TO
ALL EMPLOYEES:"

UH-OH.
LOOKS
IMPORTANT.

"IF WE ARE TO REMAIN
COMPETITIVE, YOU MUST
PROACTIVELY IMPROVE
QUALITY ON ALL ACTION-
ABLE ITEMS!"

WOW! THAT WAS
INSPIRING. MY
HEART IS POUNDING
I'M ALL TINGLY...

I'D BETTER
TAKE THE
REST OF
THE DAY
OFF...

I LIKE
YOUR DRESS.

WOMEN LOVE
FLATTERY.

IT REMINDS ME
OF MY FAVORITE
DISH CLOTH.

UH-OH...
WRONG
THING TO
SAY.

OF COURSE, I'M NOT
TALKING ABOUT AN
ORDINARY DISH CLOTH.

DIG,
DIG...

I'M TALKING ABOUT
A TRULY FASHIONABLE
DISH CLOTH HERE ...

IN FACT, IF I DROPPED
JELLO ON MY SHOES I'D
LEAVE IT THERE ALL DAY
RATHER THAN USE YOUR
DRESS TO WIPE IT UP.

SOME WOMEN JUST
DON'T KNOW HOW TO
ACCEPT A COMPLIMENT
GRACEFULLY.

LOOK WHAT I
WON, DOGBERT!
IT'S A TROPHY
FOR PERFECT
ATTENDANCE!



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SINCE YOU'VE
NEVER WON A
TROPHY, I THOUGHT
YOU MIGHT GET SOME
VICARIOUS JOY
BY DUSTING AND
WAXING MY
TROPHY EVERY
DAY. HERE.



I HOPE THAT TROPHY
DOESN'T GO TO MY
HEAD.



MISTER GARBAGE MAN,
WHAT IS LIFE?

WELL,
DOGBERT...



LIFE IS LIKE OLD
CANTALOUPE RINDS
WRAPPED IN A FADED
NEWSPAPER AND
SPRINKLED WITH WET
COFFEE GROUNDS.



LIFE IS
GARBAGE?

CALL ME A
ROMANTIC.



SOMETIMES I THINK
GRAVITY IS ONLY AN
ILLUSION.



S. Adams

MAYBE OTHER GREAT
THINKERS REALIZED
GRAVITY IS MENTAL
AND WERE THUS FREED
OF ITS RESTRICTIONS.



3-7

WHICH COULD
EXPLAIN WHY
ALL THE SMART
PEOPLE HAVE
APPARENTLY
BEEN FLUNG
INTO SPACE.



IT'S TIME
FOR "WHEEL
OF FORTUNE."



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I CAN TELL WHAT
MY DATE IS THINK-
ING BY HER BODY
LANGUAGE.

HER BODY IS TELLING
ME "LET'S CUDDLE
BY A FIREPLACE..."

"I'LL GET SOME
FIREWOOD,"
SHE SAYS...

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I REALLY ENJOY
THESE QUIET TIMES
WE HAVE.



S. Adams

JUST DELICIOUS
SILENCE. NO
ANNOYING NOISE.
NO INANE CHATTER.



3-9

APPARENTLY YOU
DON'T LISTEN TO
YOU, EITHER.



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YO! DILBERT AND
DOGBERT!

HI,
VERNON.

OH NO...

YO.

THE MOST BORING
PERSON I KNOW...
GOTTA GET OUT
OF HERE BUT I'M
TOO POLITE.

DID I EVER
TELL YOU
ABOUT MY
FAVORITE
EPISODE OF
"KOJAK"?

THERE'S ALWAYS
THE DIRECT
METHOD.

WHOA! VERN,
WE GOTTA GO
BEFORE YOU
TURN OUR
BRAINS INTO
TAPIOCA!





IT'S AMAZING
THAT DOGS
NEVER SEEM TO
SWEAT.



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10/10/99

3-0

THAT'S BECAUSE I SNEAK
INTO YOUR BEDROOM
EVERY MORNING AND
USE YOUR DEODORANT
BEFORE YOU WAKE UP.



OH... WELL, IT'S AMAZING
THAT DOGS DON'T NEED
TO BRUSH THEIR TEETH.



THAT REMINDS
ME - OUR TOOTH-
BRUSH IS GET-
TING SPONGY.

MEN DON'T WHISTLE
AT ME ANYMORE.



I CREDIT THE WOMEN'S
MOVEMENT FOR MAKING
MEN MORE SENSITIVE
TO HOW WHISTLING
DEGRADES WOMEN.



1. News

WHAT'S THE
CLIMATE LIKE
ON YOUR
PLANET?



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DOGBERT, I HAVE
COME FOR YOU.



YOW!



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WAIT WAIT!
DON'T I GET TO
CHALLENGE YOU
TO SOME CONTEST
TO PLAY FOR
MY LIFE !!?



OKAY... I THROW
THIS FRISBEE -
YOU TRY TO CATCH
IT IN YOUR
MOUTH.



DID YOU HAVE
ANYTHING
MORE DE-
GRADING?



DOGBERT TRIES TO CHEAT DEATH.

...SO, IF YOU CATCH
THE FRISBEE YOU
CAN LIVE.

WAIT!



I'VE NEVER BEEN MUCH
OF AN ATHLETE... LET'S
PLAY "SCRABBLE" FOR
MY LIFE INSTEAD.



SALEM

7-6

HOW MUCH TIME
ARE YOU ALLOWED
FOR YOUR TURN?

I'LL SEE YOU
IN AUGUST,
BONE BOY.



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LET'S GO SEE THE
NEW ALFRED
HITCHCOCK
MOVIE.



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HOW COULD THERE
BE A "NEW"
HITCHCOCK
MOVIE?

IT'S SOME
KIND OF
A SEQUEL.



ALFRED HITCHCOCK
PRESENTS

THE FISH





I'M SORRY, SIR,
BUT YOU'VE
BEEN "BUMPED."

WHAT?!

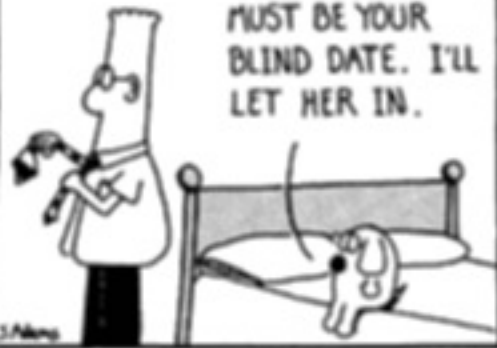
HAPPY
AIRLINE

I'VE GOT A TICKET! I
DEMAND SATISFACTION!
I'LL CALL THE PRESIDENT
OF YOUR STUPID COMPANY!!

I WONDER IF THERE'S
REALLY SUCH A THING
AS THE "DUCT TAPE
SECTION."

DING DONG

MUST BE YOUR
BLIND DATE. I'LL
LET HER IN.



HOW'S SHE
LOOK?

WELL, YOU COULD
SAY SHE'S A
FULL-BODIED
INDIVIDUAL.



YOU MEAN
SHE'S A LITTLE
OVERWEIGHT?

I MEAN SHERPAS
HAVE ESTABLISH-
ED A BASE CAMP
ON HER ANKLES.



YOU'RE SAYING
MY BLIND DATE
IS A TAD ON
THE LARGE
SIDE ...?

NO.

I'M SAYING HER
FAMILY PORTRAIT
WAS TAKEN BY
"VOYAGER II."

FUNNY.

I'D BETTER NOT
KEEP HER WAIT-
ING AT THE
DOOR.

DO NOT ANGER
"JABBA THE
DATE."

DILBERT GREETS HIS BLIND DATE

THIS IS THE
BIGGEST WOMAN
I'VE EVER SEEN.

UH...HI.

5. Adams

I HAVE ONLY
ONE CHANCE
OF FINANCIALLY
SURVIVING
DINNER.

HI

3-44

SAY... WHY DON'T
WE GO TO THE "ALL-
YOU-CAN-EAT
HOUSE OF STARCH
AND PASTA"?

CAN'T...
BANNED
FOR LIFE.

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YY-YOU M-M-MEAN
ALL OF YOUR EX-
BOYFRIENDS DIS-
APPEARED WITH-
OUT A TRACE?



YEAH. IT'S
THE STRANGEST
THING...



GOOD LORD,
SHE MUST
HAVE EATEN
THEM!!



... SO WHILE SHE WAS
SUCKING THE CHEESE-
CAKE OFF THE DESSERT
CART, I DOVE OUT
THE WINDOW.



SOMETIMES I
DREAM OF A
KINDER WORLD...

TRouble...

A WORLD WHERE
ALL CREATURES
LIVE IN PEACE
AND HARMONY...

WHERE NOBODY PURSUES
RETRIBUTION FOR SOME
TINY LITTLE
MISDEED.

BIG TRouble.

WHERE BYGONES ARE
BYGONES ... FORGIVE
AND FORGET...

STOP IT! STOP IT!
PLEASE JUST TELL ME
WHAT HORRIBLE
THING
YOU'VE
DONE!

YOU KNOW, STUDIES HAVE
SHOWN THAT PEOPLE WITH
PETS LIVE HAPPIER, LESS
STRESSFUL LIVES.

AAAAAEEEE !!

EXCUSE ME...
SIR?

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I'M TRYING TO PAINT
THIS VIEW. WOULD YOU
MIND NOT WALKING
RIGHT IN FRONT OF ME?

S. Adams

OOPS.
SORRY.

IT'S ALREADY
TOO LATE.

2-26

REMEMBER, ONE
OF YOUR DUTIES
AS DOG IS TO
GUARD THE
HOUSE.



S. Adams

THAT MIGHT ENTAIL
RIPPING INTRUDERS
TO BITS WITH YOUR
TEETH... OR
TAKING A
BULLET FOR
ME.



BOY, ALL THAT AND
I GET TO DRINK OUT
OF THE TOILET TOO.



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3-49

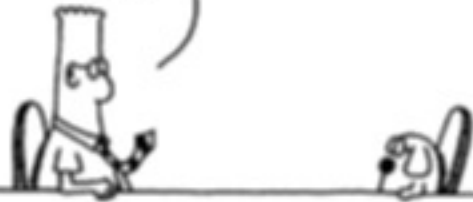
I'VE GOT TO MAKE
THE ENGINEERING
NEWSLETTER MORE
INTERESTING.

IT NEEDS PATHOS
AND HUMAN DRAMA.

"HOW TO COPE WITH
THE LOSS OF LOVED
DATA ..."

WAIT...
I BETTER GET
SOME TISSUES.

WHEN I WAS A KID I
THREW SPITBALLS AT
GIRLS TO SHOW I LIKED
THEM.



NOW I JUST GROVEL
AND BEG FOR DATES.



S. Adams

7-28

FRANKLY, THE
OLD WAY WAS
MORE SATISFYING.



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99¢ SPECIAL

Burger Queen

ONLY 99¢ ?!!! HA HA
HA!! GIVE ME TEN
THOUSAND OF THEM!
FOR HERE!!

THESE LOTTERY
WINNERS ARE REALLY
STARTING TO BUG
ME.



WHAT I LOOK FOR
FIRST IN A MAN
IS HONESTY.



OKAY... I'D LIKE
TO SKIP THIS BORING
CONVERSATION AND
GO SMOOCH.



I DIDN'T MEAN
HONESTY ABOUT
RELEVANT
THINGS.





THE SECRETS OF THE
UNIVERSE WILL BE
REVEALED IF YOU
MEDITATE.

CAN'T YOU JUST
TELL ME THE
SECRETS?



TO MEDITATE YOU MUST
CLEAR YOUR MIND OF
ALL THOUGHTS.

IF I HAVE NO
THOUGHTS HOW
WILL I KNOW
IF I'M MED-
ITATING?



AND HOW DO I COME
OUT OF IT? I WON'T
BE ABLE TO THINK
ABOUT STOPPING.



AND SHOULDN'T
STUPID PEOPLE BE
THE BEST MEDI-
TATORS OF ALL?



PERHAPS YOU
ARE NOT READY.

PERHAPS YOU
SHOULD SPEND
MORE TIME WITH
SOME THOUGHTS.

DID YOU HEAR THAT THE
TINY EAST EUROPEAN
COUNTRY OF ELBONIA HAS
ABANDONED COMMUNISM?

WHOA! BIG
CHANGES
AHEAD.

ELBONIA: MONDAY



ELBONIA: TUESDAY



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DILBERT, I'M
SENDING YOU TO
ELBONIA TO OPEN
OUR NEW SUB-
SIDIARY.

ELBONIA?

BUT THEY ONLY RENOUNCED
COMMUNISM LAST WEEK!!
THEY DON'T UNDERSTAND
CAPITALISM OR ECON-
OMICS. THEY
HAVE NO
APPRECIATION
OF THE REAL
WORLD.

... HE THINKS
THEY'LL MAKE
FINE ENGINEERS.

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DILBERT ARRIVES AT THE
EX-COMMUNIST COUNTRY
OF ELBONIA.

I NEED A
FLIGHT TO
YOUR
CAPITAL.

FOR A MOMENT
I WAS WORRIED
THAT THIS BACKWARD
LITTLE COUNTRY
WOULDN'T HAVE A
COMMUTER
FLIGHT.

I HATE LIVING
NEAR THE
AIRPORT.

DILBERT TAKES A SLINGSHOT RIDE TO ELBONIA'S CAPITAL.

THERE IT IS...

Dilbert is shown from the chest up, holding a slingshot. He is aiming it towards the horizon. The ground is uneven with several small rocks. The background shows a simple landscape with a horizon line.

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I HAVE COME TO TEACH YOU CAPITALISM.

Dilbert is standing on the left, facing two Elbonians. One Elbonian is wearing a tall, pointed hat and a long robe, and the other is wearing a similar hat and a shorter robe. They are standing on a grassy field with a simple horizon line in the background.

DID YOU BRING BLUE JEANS?

HOW DO WE KNOW
YOU CAME TO ELBONIA
JUST TO TEACH US
CAPITALISM?



© Adams 1976

YEAH... MAYBE
YOU CAME TO STEAL
OUR SECRET PROCESS
FOR MAKING
MUD!!



DIRT AND
WATER?



HE KNOWS...

WE'LL HAVE
TO KILL
HIM.

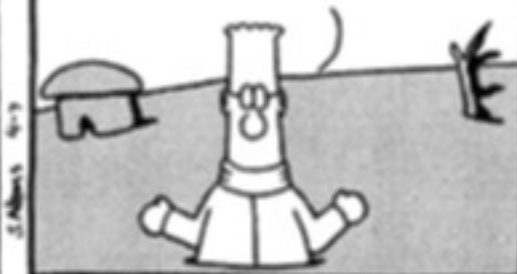


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THE BASIC PROBLEM WITH
YOUR ECONOMY IS THAT
THE ONLY PRODUCT YOU
MAKE IS MUD...



NOBODY NEEDS MUD.
WHO THE HECK IS IN
CHARGE OF PLANNING
THIS ECONOMY, ANYWAY?



OH NO, IT'S HELENA.
I HAD A BIZARRE
DREAM ABOUT HER
LAST NIGHT.

HI, DILBERT.

I'M ALWAYS AFRAID
THAT SOMEHOW PEOPLE
KNOW WHEN THEY'VE
BEEN IN MY DREAM.

GEE... SEEING YOU
REMINDS ME OF SOME-
THING... BUT I CAN'T
QUITE PUT MY FINGER
ON IT...

HMM... IT WAS SOMETHING
BIZARRE.

SHE KNOWS.

STOP IT! STOP IT! I'M
SORRY I MADE YOU WEAR
A CHEERLEADING OUTFIT
AND GLUE MINIATURE
HORSES TO THE COUCH!!

THERE - IT'S OUT.
THE PRESSURE IS
LIFTED... I
CAN LIVE
AGAIN...

OH, NOW I REMEM-
BER -- I WAS
WONDERING WHY
YOU'VE NEVER
BEEN MARRIED.

BUT NOW I
UNDERSTAND.

THE FIRST THING YOU
ELBONIANS MUST UNDER-
STAND ABOUT CAPITALISM
IS THE INCENTIVE SYSTEM.



IF YOU'RE WILLING
TO WORK TWELVE
HOURS A DAY,
EVENTUALLY THE
GUY WHO OWNS
YOUR FACTORY
WILL GET
RICH.

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AM I MISS-
ING SOME-
THING HERE?

THEN YOU
GUYS GET TO
WATCH GREAT
TV SHOWS
BASED ON THE
MILLIONAIRE'S
LIFE!



MY TRIP TO ELBONIA
WAS A COMPLETE
SUCCESS.



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I OPENED OUR SUBSIDIARY,
TAUGHT CAPITALISM TO
THE LOCALS AND SHOWED
THEM HOW TO MAKE
COMPUTER CHIPS OUT OF
SAND.



S. Albus

OH GREAT...
NOW THEY
WILL BECOME
AN INDUSTRIAL
GIANT AND
COMPETE
AGAINST US.



DON'T WORRY.
I ALSO TAUGHT
THEM OUR
MANAGEMENT
TECHNIQUES.

© 1990

WHAT'S WRONG,
BOB?

I CAN'T DENY
MY FEELINGS
ANYMORE.

NOT THE
ROOF
AGAIN!

I HAVE
TO TELL
PEOPLE

I CAN'T TELL THE
DIFFERENCE BETWEEN
TOM BROKAW AND
PETER JENNINGS!!!

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WHAT'S THIS BUSINESS
OF YOU CLIMBING ON
THE ROOF AND SHOUTING
WHEN I'M AT
WORK?



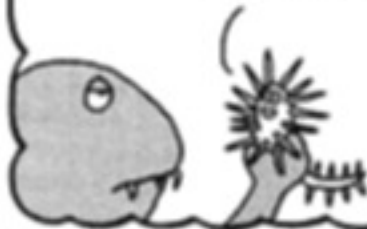
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SORRY. WE DINOSAURS
HAVE ALWAYS BEEN BAD
AT CONCEALING OUR
FEELINGS... IN FACT...



"HONESTY CAUSED THE EXTINC-
TION OF MANY EARLY SPECIES."

DON'T LET THE
SPINES FOOL YOU;
I'M GREAT EATING!



ARE YOU SAYING
DINOSAURS ARE
INCAPABLE OF
LYING?

ALMOST.

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DAWN AND I TAUGHT
OURSELVES SOME
SIMPLE LIES FOR
SURVIVAL ...
WE'LL SHOW YOU ...

"I'VE NEVER
BEEN TEMPT-
ED TO READ
THE NATIONAL
ENQUIRER."

"I ONLY WATCH
THE NEWS AND
SOME EDUCA-
TIONAL
PROGRAMS."

LOOK, A LUCKY PENNY
IN THE STREET...



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A PENNY
DOESN'T GO
AS FAR AS
IT USED TO.



I ALWAYS GET A
WARM, SATISFIED
FEELING RIGHT
AFTER PAYING
MY TAXES.



SURE, IT'S A
SACRIFICE...

BUT MY MONEY
GOES TO SUPPORT
VITAL PUBLIC
SERVICES.

KNOCK
KNOCK



WE'RE THE IRS
MOP-UP CREW.



WE CAME TO TAKE
YOUR SOCKS AND
SHAVE SIXTY PERCENT
OF YOUR DOG.



REMIND ME TO ADJUST
MY WITHHOLDINGS
FOR NEXT YEAR.

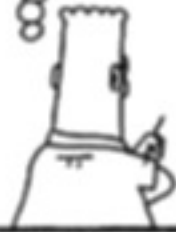


LOOSE THREAD.



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I CAN'T REMEMBER
IF IT'S BETTER TO
CUT THESE OR JUST
YANK ON THEM.



4-16
S. Allen



DOGBERT, COULD
YOU GIVE ME A
HAND?



"PAW"



I PULLED A LOOSE THREAD
ON MY SHIRT AND MY
HEAD GOT SUCKED INTO
MY TORSO.



WHAT SHOULD
WE DO?



THIS MIGHT BE
A GOOD TIME
FOR A FAMILY
PORTRAIT.



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AFTER TUGGING A LOOSE THREAD
ON HIS SHIRT...

DO
SOMETHING.



HMM... HEAD
GOT SUCKED
INTO TORSO,
HUH?



S. Adams

I'LL TRY FLATTERY...
YOUR HEAD WILL
EXPAND AND POP
RIGHT OUT...



4-18

LATER

... AND YOU ARE
SUPERIOR TO
MOLLUSKS IN
EVERY WAY BUT
LOOKS ...



I FELT
SOMETHING
THAT TIME.



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ABOUT 400 WOMEN
TURNED ME DOWN
FOR DATES THIS
YEAR.



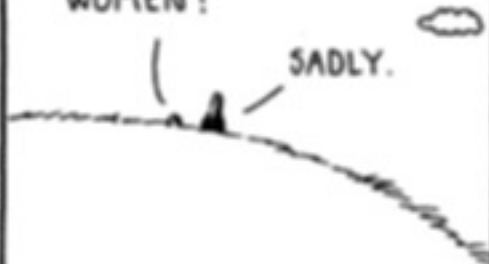
I CAN ONLY
CONCLUDE ONE
THING...



4-20
SALON

NOT ENOUGH
QUALITY
WOMEN?

SADLY.



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IT'S ONE OF THOSE
DAYS MY BRAIN
FEELS LAZY.



S. Adams

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I'D BETTER AVOID
ANY MENTAL
STIMULATION.



9-21

IT'S TIMES
LIKE THIS I
REALLY
APPRECIATE
KNOWING YOU.

THANK
YOU.



THE GREAT THING
ABOUT ADULT MALES
IS THAT THEY'VE
BECOME IMMUNE TO
VERBAL ABUSE.



ADULT FEMALES MAY
HAVE SOMETHING TO
DO WITH IT.

HEY, YOU GROTESQUE
PILE OF PETRIFIED
CAT SPITTLE ...



HI, DOGBERT.



IS THAT YOUR HEAD, OR
HAS SOME KIND OF
ZUCCHINI SPROUTED
FROM YOUR TORSO?



WOULD YOU LIKE TO
JOIN ME FOR SOME
CHOCOLATE CAKE?



IF BRAINS WERE BEANS,
YOU WOULDN'T HAVE
ENOUGH TO MAKE A
BEE BURP.



HEY! WE DON'T
INSULT BEES IN
THIS HOUSE!



... SO THEN I SEZ
TO MY BOSS, "YOU CAN
JUST STUFF THIS
STUPID PROJECT..."



THEN I SEZ, "LET'S SEE
YOU DO THIS JOB." AND
I SEZ, "I SHOULD GET
A RAISE."

I GOTTA
GO.



THE MORE THEY
SEZ "I SEZ,"
THE LESS LIKELY
IT IS THEY REALLY
SAID WHAT THEY
SEZ THEY SAID.



AHEM... I THINK
I'LL CALL MY STOCK
BROKER... I'M AN
INVESTOR, YOU
KNOW.

OOH... I'M
IMPRESSED.

WHAT? NO
PROFITS YET?

I'LL CALL
BACK IN
AN HOUR.

I WONDER IF
THIS IS A BAD
TIME TO BE IN
CHOCOLATE
COINS.

YOU DINOSAURS
HAVE PROBABLY
NEVER SEEN A
COMPUTER.

THIS MAKES ME
SO EFFICIENT I
CAN SAVE HOURS
EVERY DAY.

WHAT DO
YOU DO
WITH ALL THE
SPARE TIME?

I WORK ON
THE COMPUTER.

WOW! THEN
YOU CAN SAVE
EVEN MORE
TIME!

YOU KNOW, BOB, I
ALWAYS PICTURED
YOU DINOSAURS AS
... UH... MUCH
DIGGER.



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AH, WELL, YOU SEE,
PRACTICAL JOSES
WERE VERY POPULAR
IN THE MESOZOIC
ERA...



S. Adams

W-124

OOH-OOH! GIVE
ME THE GIANT
PLASTIC BONE
AND ONE FAKE
VOMIT!

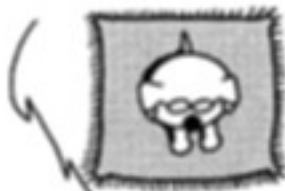
SHALL I WRAP
THEM OR JUST
TOSS THEM IN
THE TAR PITS?



TIRED OF BEING
TEASED BECAUSE
OF THINNING NOSE
HAIR ?



GET THE "RIVCO NOSE
TOUPEE" FOR ONLY
\$9.95 !



4-17

S. Allen

IT'S TOTALLY
UNDETECTABLE.



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HERE'S A PICTURE OF
UNCLE TIM BEFORE
HE GOT LOST AND FROZE
TO DEATH
CAMPING.



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DIDN'T HE
HAVE A
COMPASS?

HIS DIARY
SAID IT GOT
JAMMED.



JUST GREAT...
I NEED SOUTH
AND ALL I GET
IS NORTH,
NORTH, NORTH



MY CREDIT CARD
HAS BEEN CANCELED.

THE STUPID
BANK'S COMPUT-
ER THINKS I
DIED.

THIS IS AN OPPORTUNITY
FOR SOME RIGHTEOUS
INDIGNATION. I LOVE
THAT.

HELLO, CREDIT CARD
DEPARTMENT, AN
UNDERPAID EMPLOYEE
SPEAKING.

WELL, YES, APPARENTLY
YOU ARE ALIVE. BUT IT
WOULD BE VERY DIFFICULT
TO REPROGRAM THE
COMPUTER...

I'M SURE YOU'LL
FIND A SOLUTION.

KILL HIM?

UNLESS YOU'D RATHER
READ THIS COMPUTER
MANUAL.

UH-OH! I'M BEING
SUCKED INTO MY
OWN COMPUTER
PROGRAM!



I'VE ALWAYS
FEARED THIS...



HI, I'M
MICHAEL --
MICHAEL CHIP.



COVER CHARGE
IS TWO BITS.
... GET IT?



DILBERT GETS SUCKED INTO
HIS COMPUTER.

YOU...YOU'RE
A MICROCHIP...

I AM. C'MON IN
AND HAVE SOME
COFFEE.



CHIPS DRINK
COFFEE?

GALLONS. IT
KEEPS US
FAST.



DOESN'T THAT MAKE YOU
IRRITABLE WITH THE
OTHER MICROCHIPS?

NOT SINCE
I KILLED
THEM ALL.



LET ME SHOW YOU
AROUND THE
INSIDE OF YOUR
COMPUTER.

NEAT!

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HERE'S WHERE
WE GENERATE
THE HYPNOTIC
SIGNALS FOR
YOUR DISPLAY
SCREEN.

WHY?

TO MAKE YOU
THINK YOU
NEED MORE
COMPUTERS.

GOOD LORD,
YOU'VE
LEARNED TO
REPRODUCE!

A MICROCHIP GIVES DILBERT THE TOUR INSIDE HIS COMPUTER.

...SO YOU SEE,
IT'S MOSTLY A
TRICK ...



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WE'VE BEEN SENDING
YOU SUBLIMINAL
HYPNOTIC SUGGESTIONS
THROUGH THE
VIDEO DISPLAY
FOR YEARS.



LIKE
WHAT?

GOOFY STUFF, LIKE
"COMPUTERS ARE
FUN" AND "PUT
ALL OF YOUR PENS
IN YOUR SHIRT
POCKET."



... AFTER YOU LEAVE
YOU WILL NOT REMEMBER
BEING INSIDE YOUR
COMPUTER TALKING
TO A MICRO-
CHIP.



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YOU WILL PURCHASE
WORTHLESS COMPUTER
UPGRADES AND ARGUE
THAT IT SAVES MONEY
IN THE LONG RUN.



IT'S A STATIC BYTE
DWINKELIZER...
A NECESSITY REALLY.



HEAR ABOUT THE
NEW GUY? HE'S
FROM NEW YORK.

HERE
HE
COMES!

GULP!!

AAAAEEEE!!

AAGH!

WELL, I SUPPOSE I COULD
HUNT THEM DOWN AND
KILL THEM ONE BY ONE.

Dumbert

By Scott Adams



HEY DOG! WHAT'S THE QUICKEST WAY TO GO TO THE HOSPITAL?

DRIVE AS FAST AS YOU CAN INTO THAT TREE..

WHAT'S THE SECOND QUICKEST WAY?

HMM... WELL, GO LEFT, THEN RIGHT, RIGHT, LEFT, LEFT, LEFT, RIGHT, LEFT, LEFT, LEFT, LEFT.

THANKS!

ACTUALLY, I HAVE NO IDEA HOW TO GET TO THE HOSPITAL...

BUT I DIDN'T WANT HIM TO THINK I'M A JERK.



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I'VE NOTICED
THAT ALL THE
COOL GUYS USE
GENTLE KIDDING
WITH WOMEN.

WOMEN MUST
LIKE IT.

EXCUSE ME, MISS,
DOES YOUR FACE
HURT? IT'S KILLING
ME!

Giggle
Giggle
Snort

THE COOL GUYS MUST
HATE IT WHEN THIS
HAPPENS TO THEM.

APPARENTLY YOU
IGNORED MY ADVICE
AND GOT NO EXER-
CISE.



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BUT YOU'RE IN
PERFECT HEALTH,
WHICH REALLY
ANNOYS ME
PROFESSIONALLY.



I'M PRESCRIBING
TWO PACKS OF
CIGARETTES PER
DAY... DON'T
CROSS ME AGAIN.



I READ THAT HALF
OF ALL TEENAGERS
CAN'T LOCATE THIS
COUNTRY ON
A MAP.



ONE FRUSTRATED
TEACHER HANDED
OUT MAPS
LABELED "YOU
ARE HERE."



S. Adams

SHE SPENT THE REST
OF THE YEAR TRYING
TO EXPLAIN WHY THE
"X" DOESN'T MOVE
WHEN YOU DRIVE
AROUND.



DOGBERT, HAVE
YOU BEEN BORED
LATELY?

YEAH, WHY?

I FOUND THIS TEENY-
TINY LITTLE SWEATER
KNITTED OUT OF
DENTAL FLOSS.

OH.

THIS IS VERY
BIZARRE.

I DIDN'T
USE A
PATTERN.

DILBERT PRESENTS
BAD HABITS
FROM A
PARALLEL
UNIVERSE!

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TABLE FOR
PHLEEM?



YES. IN THE
"NO SLAPPING
YOURSELF
WITH A
SEA BASS"
SECTION.



SLAP
SLAP
SLAP
SLAP

GREAT.
ONE
TABLE
AWAY...



DO YOU EVER
WONDER ABOUT
THE FIRST PERSON
TO TRY THAT
HABIT?

Dilbert

By Scott Adams



DILBERT SPECIAL !

BOB THE DINOSAUR WILL
RIP THE UNDERPANTS
OFF GUYS WE HATE !

EXAMPLE



CASE #1

...BOUGHT MY FIRST
HOUSE FOR 754 .
SOLD IT A YEAR LATER
FOR \$100,000 ...



AAAAEE!!

NOW HE
DRIVES A
"DEEMER."



CASE #2

IT'S A GREAT MOVIE .
YOU'LL BE SURPRISED
WHEN YOU FIND OUT
THE PARAKEET IS
THE MURDERER .



AAAAEE!!

I LOVE
SURPRISES !



CASE #3

WAIT HERE AND I'LL
TRY TO CONVINCE MY
BOSS TO SELL THE CAR
AT YOUR PRICE .



AAAAEE!!

HE'S ON
YOUR
SIDE !



FINALLY ...

ONLY AN IDIOT WOULD
THINK COMPUTERS ARE
CONFUSING .



I'VE DECIDED
TO BECOME AN
AMBUSH
REPORTER, LIKE
MIKE WALLACE.



IS IT TRUE YOU
MADE ALL OF
YOUR MONEY
UNETHICALLY
AND YOU'RE
HAVING AN
AFFAIR?



S. Allen

5-14

YES!! YES!!
HOW DID YOU
FIND ME?!



YOU WERE
CHOSEN
RANDOMLY.

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DOGBERT THE
AMBUSH REPORTER
LOOKS FOR ANOTHER
VICTIM.



IS IT TRUE YOU
HAVE OFTEN
FANTASIZED
ABOUT MARRYING
A RICH GUY AND
DITCHING YOUR
CAREER?

YES!!! YES!!!
AND I... I... SECRETLY
LEARNED TO COOK!!



IS THAT
YARN STICK-
ING OUT OF
YOUR BRIEF-
CASE?!!

I NEVER REALIZED
THAT BEING AN
'AMBUSH REPORTER'
COULD BE SO MUCH
FUN.



IS IT TRUE
YOU USED
STEROIDS TO
GAIN YOUR
MASSIVE
SIZE?



©-14

NO! I SWEAR! I
JUST USE THIS LITTLE
AM RADIO. I DON'T
EVEN OWN A STEROID
SYSTEM!



S. Adams

JUST A MOMENT,
LITTLE GIRL. I'M
DOGBERT, THE
AMBUSH REPORTER.



IS IT TRUE THAT YOU
PRETEND TO BE CUTE
IN ORDER TO MANIP-
ULATE ADULTS !!



OH, HEY, WAIT...
I'M JUST KIDDING.
CAN I BUY
YOU SOMETHING
EXPENSIVE ?



EXCUSE ME, YOUNG
MAN. MAY I ASK
YOU SOME PROBING
AND EMBARRASSING
QUESTIONS?



IS IT TRUE THAT YOU
SPEND A GREAT DEAL
OF TIME CONTEMPLATING
THE EFFECTS OF FIRE-
CRACKERS ON INVESTI-
GATIVE REPORTERS?!!



I'LL BET THIS HASN'T
HAPPENED TO MIKE
WALLACE EVEN ONCE.



I WONDER IF DOGBERT
IS ENJOYING HIS
SKY DIVING LESSONS.

S. Allen

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BOY... NO
WONDER THEY
ONLY CHARGE
SIX BUCKS.



Dilbert

By Scott Adams



HOW'S IT
LOOK, DOC?

YOU CAME IN
JUST IN TIME.

I'M WAY BEHIND IN
MY ALIMONY PAYMENTS.
I'LL HAVE TO DO SOME
UNNECESSARY SURGERY
ON YOU.

YOU HAVE A FAIR
NUMBER OF
REDUNDANT ORGANS.

TWO LUNGS ...
TWO KIDNEYS ...
LARGE AND SMALL
INTESTINES ...

AND I'M SURE YOU
AREN'T TAKING FULL
ADVANTAGE OF YOUR
PANCREAS .

I FIND THAT HUMOR
HELPS MY PATIENTS
RELAX .

...SO, WOULD YOU LIKE
TO MEET AFTER WORK
AND GO TO DINNER?

WHAT KIND
OF CAR DO
YOU DRIVE?

UGH! YOU WOMEN ARE ALL
SO SHALLOW!! IT SHOULD
NOT MAKE ONE BIT OF
DIFFERENCE WHAT KIND
OF CAR I DRIVE!!

EXCEPT THAT IT
WILL HELP ME
FIND YOU IN THE
PARKING LOT...

BUT YOU COULD
JUST STAND ON
TOP OF IT AND
THUMP YOUR
MIGHTY CHEST.

I CAN'T BELIEVE SHE
AGREED TO HAVE
DINNER WITH ME.



I'M AFRAID TO SAY ANY-
THING TO SPOIL THIS
MOMENT...



I GUESS I SHOULD
SAY SOMETHING
TO BREAK THE ICE.



DID I MENTION
THAT I'M A
WITCH?



THANKS FOR ASKING
ME OUT. MOST GUYS
GET SCARED WHEN
THEY FIND OUT I'M
A PRACTICING WITCH.



THEN THEY SAY SOME-
THING I DON'T LIKE
AND I END UP TURNING
THEM INTO LAWN
ORNAMENTS.



S. Adams

THAT'S AWFUL!



TELL ME ABOUT
IT... YOU
CAN'T BE-
LIEVE HOW
TACKY MY
LAWN IS
NOW.

5-28

SO...UH...
WHY DID YOU
DECIDE TO
TAKE UP WITCH-
CRAFT?

IT COMES
IN HANDY.



FOR EXAMPLE, SUPPOSE
I WANT TO GET RID
OF THIS ANNOYING
FLY HERE.



NOW BE
A LUV...



YOU'RE BACK EARLY.
HOW WAS YOUR
DATE ?



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NOT SO GOOD...
SHE'S A WITCH...
TURNED ME INTO
A FROG.



OOOH! WHEN I
THINK ABOUT
IT I JUST GET
SO... SO...



HOPPING
MAD ?



DOGBERT, I NEED YOUR
HELP. CHECK MY COMPUTER
TO SEE IF THERE IS ANY
WAY TO REVERSE THE SPELL
AND MAKE ME HUMAN!



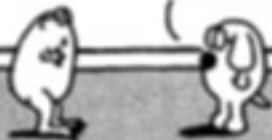
HMM... "THE ONLY WAY
TO REVERSE A 'FROG
SPELL' IS A KISS FROM
A DOG OR A PRINCESS..."



5-16 J. Albrecht

WHAT'D IT
SAY?!!

GARGLE.
YOU'RE
GONNA VISIT
LADY DI.



Dilbert

By Scott Adams



PLANS FOR THE
CORPORATE TAKE-
OVER ARE COMPLETE.

WHAT
CORPORATE
TAKEOVER?



IT'S A HOSTILE BID
FOR CONTROL OF THE
MEOWCO CAT FOOD
COMPANY.



WHEN I BECOME CEO,
I'LL ORDER THEM TO
ADD A HAIRBALL TO
EVERY CAN OF
CAT FOOD.

HEH
HEH



THAT IS CRUEL AND
SENSELESS. I'M
THOROUGHLY ASHAMED
OF YOU.



GEE... IT SEEMS SO
MUCH MORE EFFICIENT
THAN HASSLING ONE
CAT AT A TIME.



HELLO... DUCKINGHAM PALACE?
I WAS WONDERING IF THE
PRINCESS WOULD BE WILLING
TO KISS A FROG AND REMOVE
A WITCH'S CURSE FOR US.



S. Adams

OH... LADY DI DOES
NOT KISS HIDEOUS
LITTLE CREATURES...



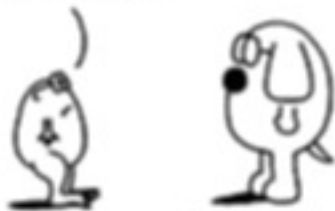
THAT MUST BE MIGHTY
AWKWARD AT FAMILY
REUNIONS ... HELLO?



5-20

DILBERT NEEDS A KISS FROM A PRINCESS TO REMOVE THE FROG CURSE.

IT'S HOPELESS...



THERE'S ONE CHANCE, BUT WE'LL NEED SOME PROPS.



YOU SERIOUSLY THINK THIS WILL FOOL LADY DI?



I'D WAIT UNTIL SHE'S HAD A FEW MARGARITAS.

NOTE:
SOME NEW READERS OF THIS
STRIP MAY BE CONFUSED BY
THE PRESENCE OF A CHARACTER
WHO LOOKS VERY MUCH LIKE
A POTATO. THE FOLLOWING
COMPARISON SHOULD CLEAR
THINGS UP:

S. Adams

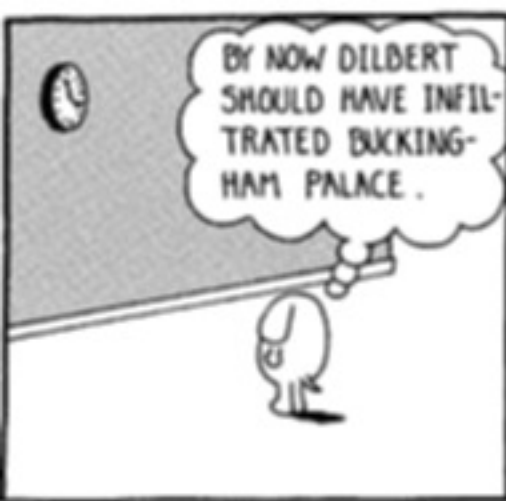
DILBERT (TURNED
INTO A FROG AND
DISGUISED AS
PRINCE CHARLES).



A POTATO

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A HANDY RULE FOR TELLING
WHICH ONE IS A POTATO IS
TO LOOK FOR THE PRESENCE
OF GLASSES. ALTHOUGH
POTATOES DO HAVE EYES,
THEY ARE KNOWN TO BE
VAIN AND GENERALLY
PREFER CONTACT LENSES.
KEEP THIS REFERENCE
GUIDE WITH YOU.



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I'M JUST A ONE-
WOMAN KIND
OF GUY.



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SOME GUYS LIKE TO
PLAY THE FIELD. NOT
ME. I'M HAPPY WITH
JUST ONE WOMAN.



S. Allen

6-1

JUST ONE.
UNO. THAT'S
BEST FOR ME.



YOU CAN
TAKE HER FOR
RIDES IN
THE SPACE
SHUTTLE
YOU'LL NEVER
HAVE EITHER.



YOUR NEW PROJECT
WILL BE VITAL TO
THE PERFORMANCE
OF THIS COMPANY!

UH-OH



THE MORE HE
TALKS IT UP
THE STUPIDER
THE PROJECT
MUST BE.

...HIGH VIS-
IBILITY, A
CHANCE TO
EXCEL AND
BE NOTICED!



IN FACT, I STAND
TO SALUTE YOU
FOR THE JOB YOU
WILL BE DOING!
YOU'RE WHAT
MAKES THIS
COUNTRY GREAT!!

DOES THIS
HAVE ANY-
THING TO DO
WITH THE
JANITORS'
STRIKE?



Dibbert

By Scott Adams



WHY DO PEOPLE COLLECT STAMPS?

BECAUSE THEY'RE VALUABLE.

WHY ARE THEY VALUABLE?

BECAUSE PEOPLE COLLECT UP ALL THE GOOD ONES.

SO, YOU COLLECT STAMPS BECAUSE THEY'RE VALUABLE, AND THEY'RE VALUABLE BECAUSE YOU COLLECT THEM.

RIGHT.

SOUNDS PRETTY FULFILLING.

TO BE HONEST, I JUST DO IT FOR THE ADRENALIN RUSH.

I'M GOING TO
FORM A PERSON-
ALITY CULT
TO HONOR ME.



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I'LL TAKE EVERYBODY'S
MONEY AND MAKE
THEM WEAR BATHROBES
WITH MY PICTURE ON
THE BACK.



S. Alamy

WOULDN'T IT BE CHEAPER
TO BRAND THEM AND
LET THEM RUN NAKED?



AS A RULE,
WE'RE NOT
TALKING ABOUT
ATTRAC-
TIVE
PEOPLE
HERE.

I'M HOPING YOU
WILL ACCEPT ME
IN THE DOGBERT
CULT.

YOU DO HAVE
A STRONG
RÉSUMÉ...



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LOOKS LIKE YOU'VE
BEEN FLEEDED BY
SEVERAL SPIRITUAL
LEADERS ALREADY.



I THINK THAT
DEMONSTRATES
A COMPLETE
ABSENCE OF
INDEPENDENT
THOUGHT.

CAN
YOU
CHANT?



WE HEARD YOU'RE
FORMING A CULT.
CAN WE JOIN?

HMM...

YEAH... I COULD USE
SOME ENFORCERS TO
HELP ME CONCEAL THE
HIDEOUS AND CYNICAL
NATURE OF MY
ORGANIZATION.

YOU'RE
IN...

YES! WE
MADE IT!

DOD, SHOULD
WE ASK ABOUT
THE HIDEOUS
PART?

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BOB AND DAWN JOIN
DOGBERT'S CULT.

YOU TWO ARE
IN CHARGE
OF SECURITY.

YOUR JOB IS TO
NEUTRALIZE ANY-
BODY WHO QUESTIONS
MY MOTIVES.

ACTUALLY, WE
HAVE SOME
QUESTIONS OF
OUR OWN...

OR SHOULD
WE JUST
NEUTRALIZE
OURSELVES?

MAKE IT LOOK
LIKE AN
ACCIDENT.

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UH... DILBERT,
COULD WE GET
YOUR ADVICE?



WE JUST
JOINED
DOGBERT'S
NEW CULT.

AND HE
ORDERED US
TO KILL EACH
OTHER FOR
QUESTIONING
HIM.



HMM... MAYBE
YOU COULD SHOVE
EACH OTHER IN
FRONT OF
TRUCKS.



HOW DID WE EVER
ALLOW OURSELVES
TO BE DRAWN INTO
DOGBERT'S EVIL
CULT?



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MAYBE HE HAS STRANGE
HYPNOTIC POWERS.
MAYBE WE WERE
MESMERIZED BY HIS
ORATORICAL SKILL.



IT SAYS HERE
YOU HAVE
BRAINS THE
SIZE OF A
WALNUT.

WHAT'S
YOUR
POINT ?



Dilbert

By Scott Adams



THIS IS A VERY
INTERESTING
EMPLOYEE
SUGGESTION.

THANK
YOU, SIR.

IF I READ THIS
CORRECTLY...

YOU OBSERVED THAT
EVERYBODY IS
SMARTER THAN
HIS BOSS...

EXACTLY...

SO WE ALL JUST
SWITCH JOBS WITH
OUR BOSSES AND
BOOST PRODUCTIVITY
BY 200% !!

I'VE DECIDED TO
DO A LIMITED
TRIAL...

SOMETHING DIED
IN THE STAIR-
WELL. TAKE CARE
OF IT.

I HAVE A PLAN TO
DEPROGRAM YOU
FROM THE CONTROL
OF DOGBERT'S
CULT.



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MY THEORY IS THAT
THE BRAIN REFLEXIVELY
EMBRACES THE MOST
RIDICULOUS EXPLANATION
OF REALITY.



SO, WE JUST HAVE
TO THINK OF SOME-
THING MORE
RIDICULOUS THAN
FOLLOWING A
DOG'S COMMANDS.

LIKE
LISTEN-
ING TO
YOU?



DOGBERT, WE'VE COME
TO RESIGN FROM YOUR
CULT.

YOU CAN'T
PUSH US
AROUND
ANYMORE.

RESIGN?!! HA!
YOU'RE UNWORTHY!
I KICK YOU OUT.
THE CULT DOESN'T
NEED YOUR TYPE!

NOOO!!
TAKE US
BACK!!!
PLEASE!!!

I THINK THIS
EXPLAINS WHY
DINOSAURS
DON'T RULE
THE EARTH.

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J. Allen 4-9

I THINK YOU'VE TAKEN
YOUR CULT IDEA TOO
FAR.

WHO SAYS IT'S
A CULT?

YOU SAID
IT'S A
CULT!

THAT WORD
HAS A BAD
CONNOTATION.

I PREFER TO THINK OF
IT AS A BUNCH OF MORONS
WHO HAVE NOTHING
BETTER TO DO WITH
THEIR LIVES.

TODAY ON "GERALDO"
OUR ENTIRE SHOW IS
ABOUT A DOG WHO
STARTED HIS OWN CULT!



ACTUALLY, GERALDO,
I DON'T KNOW
WHAT YOU'RE
TALKING ABOUT.



I LOVE LIVE
TELEVISION.



I'M DISSOLVING
THE CULT. YOU
TWO ARE FREE
TO DO AS YOU
PLEASE.



WE'RE FREE!
WE'RE FREE!



S. Adams

BOY... YOU DON'T
KNOW UGLY 'TIL
YOU'VE SEEN
DINOSAURS DANCE.



ONE MORE CLEVER
MOVE AND I WILL
HAVE WRITTEN THE
PERFECT COMPUTER
PROGRAM.



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YES!



SPIKE IT
IN THE
END ZONE!



ANOTHER
FAILURE
OF THE
SPORTS
META-
PHOR.



Dilbert

By Scott Adams



FREEZE !!!
I'M A DOG
CATCHER!



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WHAT, NO COLLAR?
YOU'RE GOING TO
THE PUPPY PENI-
TENTIARY, PAL!



YOUR HUMAN
TURNED
YOU IN?

HE DIDN'T
THINK A PIT
BULL SHOULD
WEAR HIS
HAIR THIS
WAY.





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DON'T WORRY,
KILLER, I'LL
GET US OUT OF
THIS POUND BY
NIGHTFALL.

HOW?

I USED MY
ONE PHONE
CALL TO CALL
A WRECKING
COMPANY TO
DESTROY THIS
PLACE.

THAT SOUNDS
DANGER-
OUS TO ME.

COMING UP: A NEAR-DEATH
EXPERIENCE OR POSSIBLY
JUST A STUPID DREAM
SEQUENCE.

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UH-OH. THAT
LOOKS LIKE
MY BODY ON
THE GROUND.

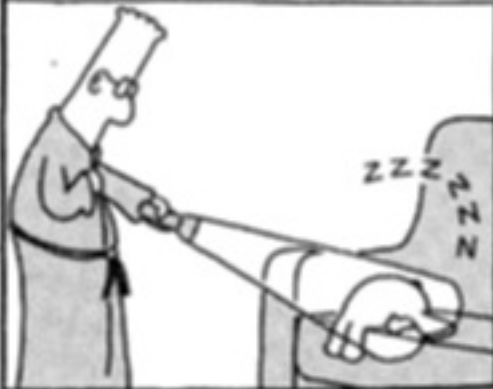


I MUST BE
DEAD. AND
THAT LIGHT...
IT'S BEAUTI-
FUL...

IT MUST
BE GOD!!



NEXT: A REALLY BIG
LET DOWN.



DOGBERT DREAMS OF DEATH

I'M COMING
TOWARD THE
LIGHT...

zzzzz

THE LIGHT... IT'S
SO PURE ... SO
PERFECT... IT COULD
ONLY BE THE LIGHT
OF GOD HIMSELF!!

NO. JUST NEW
BATTERIES.

GOD HAS A
SENSE OF
HUMOR? OF
COURSE! IT
EXPLAINS
EVERYTHING.

I'M SO EMBARRASSED...
I DREAMED I DIED AND
SAW THE LIGHT OF
GOD...



S. Adams 4-23

I TRUST YOU
WILL JUST LET
THIS INCIDENT
PASS WITHOUT
COMMENT.



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I COMMAND
YOU TO BUILD
AN ARK...



GRRRR...

Dumbert

By Scott Adams



WOULD YOU LIKE
TO HOLD HANDS?

WE'D BETTER
NOT... MY DOG
IS AROUND HERE
SOMEPPLACE.



WHAT'S YOUR DOG
GOT TO DO WITH
ANYTHING?

HE'S A BIT PRUDISH.
HE WON'T ALLOW IT
IN HIS HOUSE.



HIS HOUSE?! HA
HA HA! HE'S YOUR
DOG! YOU'RE THE
MASTER!



YOUR DOG IS JUST A
STUPID HAIRBALL! AND
YOU MUST BE A FIRST-
CLASS WIMP! HA HA!



HA
HA HA!

WITH MY
BLESSINGS.



THIS COULD BE MY MOST
IMPORTANT TECHNICAL
ACHIEVEMENT YET. I'LL
CALL IT THE "SONIC
OBLITERATOR."



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THIS BABY CAN
BLAST A BUFFALO
INTO RANDOM
PARTICLES IN ABOUT
HALF A NANOSECOND.



OF COURSE, IT MIGHT
HAVE LIMITED
APPLICATION AROUND
THE HOUSE.



AT LEAST THE
BUFFALOES WILL
SHOW US SOME
RESPECT.

MAY I PLAY
WITH YOUR
"SONIC
OBLITERATOR"
INVENTION?



SURE.

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JUST BE CAREFUL.
IT HAS A HAIR
TRIGGER AND CAN
BLOW A TRUCK
TO BITS.



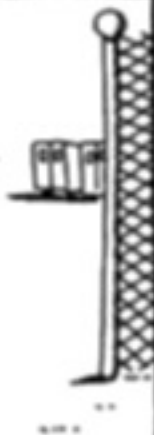
NEAT!

YOU HAVE TO
SHOW THEM
THAT YOU
TRUST THEM.



I'LL BE DOWN
AT THE POST
OFFICE TRUCK
YARD.

ON ONE HAND, I
KNOW IT'S WRONG
TO USE DILBERT'S
INVENTION TO BLOW
UP THESE EMPTY
MAIL TRUCKS.



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ON THE OTHER PAW,
THIS IS GONNA BE
MORE FUN THAN
SNEEZING ON
STRANGERS.



IT'S A MORAL DILEMMA...
BUT I LIKE TO THINK
THAT DIFFICULT CHOICES
LIKE THIS BUILD
CHARACTER.



OUR TOP STORY: A DOG
WITH GLASSES WAS SEEN
BLOWING UP EMPTY
MAIL TRUCKS WITH
SOME TYPE OF "SONIC
OBLITERATOR."

MUCH OF THE CITY IS
IN RUINS, AS THE DOG
BLASTED THROUGH
BUILDINGS TO ESCAPE
POLICE AND NATIONAL
GUARD PURSUIT.

ON THE PLUS
SIDE, WE HAVE
A MUCH BETTER
SHORTCUT TO
THE POST OFFICE.

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2/1/90

JUST GREAT...
YOU'VE DESTROYED
HALF OF THE CITY
WITH MY "SONIC
OBLITERATOR"
INVENTION...



YOU'RE BEING PURSUED
BY THE POLICE, FBI AND
NATIONAL GUARD...

I TRUSTED
YOU. IS THERE
ANYTHING
YOU'D LIKE
TO SAY TO
ME?



OH, YEAH, THANK YOU
VERY MUCH FOR LETTING
ME BORROW THE OBLIT-
ERATOR... IT'S BEEN
GREAT... CAN I USE IT
AGAIN TOMORROW?



LOOKS LIKE THE
POLICE FOUND
YOUR TRAIL,
DOGBERT. YOU'D
BETTER HIDE.



WE'RE LOOKING FOR
A DOG WHO DESTROYED
HALF OF THE CITY. DOES
THIS SKETCH LOOK
FAMILIAR?



YEAH... IT'S
"MISTER POTATO
HEAD"... OR MAYBE
"ZIGGY."



WE GOTTA
GET A BETTER
ARTIST.



Dumbert

By Scott Adams



HERE'S A "HELP
WANTED" AD FOR
A BABYSITTER.

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I COULD DO THAT.
KIDS LOVE DINO-
SAURS.

ONE
PROBLEM.

YOUR SPECIES
IS KNOWN TO
BE CARNIVOR-
OUS.

I'LL PUT
"STRICT
DISCIPLI-
NARIAN" ON
MY RESUME.

HI. I'M BOB.
I CALLED
EARLIER ABOUT
THE BABY-
SITTING JOB.

TO BE HONEST, WE
DIDN'T KNOW YOU
WERE A DINOSAUR
WHEN YOU CALLED...

THAT'S OKAY.
I DIDN'T
KNOW YOU
WERE YUPPIE
BIGOTS.

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... WE SHOULD AT
LEAST INTERVIEW HIM.
NOBODY ELSE EVEN
ANSWERED OUR AD
FOR A BABYSITTER.



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FRANKLY, BOB, WE'RE
CONCERNED THAT YOU
MIGHT TRY TO EAT
THE CHILDREN.



WELL, OF COURSE,
IN THAT CASE
THERE WOULD BE
NO CHARGE FOR
THE EVENING.

HE'S
MORE
THAN
FAIR.



BEFORE WE HIRE YOU AS
OUR BABYSITTER, WE WANT
TO TEST HOW A DINOSAUR
LIKE YOU WOULD RESPOND
TO A VARIETY OF EMERGENCY
SCENARIOS.



WHAT IF THERE'S
A FIRE?

BURGLARY?

INJURY?

POISONING?



DIAL 911

DIAL 911

DIAL 911

DIAL 911



GIANT ASTEROID
COLLIDES WITH
EARTH AND
TRIGGERS AN
ICE AGE?

OH, WOW...
I'M DRAW-
ING A COM-
PLETE BLANK
HERE...





S. Allen

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THE GOOD NEWS IS
YOU'LL HANDLE BETTER
ON CORNERS...



... AND THE DOCTOR SAYS
IT'S ALL IN YOUR MIND.



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YOUR EARS WILL
RETURN TO
NORMAL WHEN
YOU FORGIVE ME
FOR SCARING
YOU YESTERDAY.



S. Adams

NOTHING INSPIRES
FORGIVENESS
QUITE LIKE
REVENGE.



Dilbert

By Scott Adams



WHAT IF
PEOPLE
HAD
TAILS?



FIRST OF
ALL, IT
WOULD
LOOK
DARNED
SILLY

ONLY THE TRULY UNOBSERVANT WOULD LOSE AT POKER.

HE'S BLUFFING.

CONTROL...
DON'T WING...

JURY TRIALS WOULD BE SIMPLER.

...THEN I FOUND
MY HUSBAND DEAD

AND PARTIES WOULD BE EVEN MORE AWKWARD.

THAT'S WHEN I
LEARNED THAT IF
YOU DRIVE A PORSCHE,
YOU SHOULD NEVER
MAKE FUN OF A MAN
ON A STEAMROLLER.

TRAGIC...
REALLY.

HI. YOU MUST BE
THE NEW SECRETARY.

WELL, YES
AND NO...

GRANTED, I'M TEMPORARILY
BEING PAID FOR PERFORMING
SECRETARY-LIKE DUTIES.
BUT I'M REALLY AN AUTHOR,
A JAZZ PIANIST AND A
THESPIAN. I HAVE A PH.D.
IN PSYCHOLOGY.

SOUNDS LIKE A
LITTLE CRISIS
WITH THE OL'
SELF-IMAGE.

AND A
GOURMET
CHEF...

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5-Albums

DILBERT, I'M
PUTTING YOU
IN CHARGE OF
THE DEPARTMENT
SECRETARY.



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SEE IF YOU
CAN GET HIM
TO CUT DOWN
ON THE PERSONAL
PHONE CALLS.



... JUST BE A LITTLE MORE
DISCREET... FOR EXAMPLE,
TRY NOT WEARING THE TRADI-
TIONAL COSTUME OF THE
COUNTRIES YOU'RE
CALLING.



AS YOUR NEW
SUPERVISOR, I
WANT TO DISCUSS
YOUR CAREER
PATH.



YOU'RE A SEC-
RETARY NOW,
BUT WHAT DO
YOU WANT TO
BE IN TWO
YEARS?

A FAMOUS
ACTOR...
OR MAYBE
A DOCTOR.



UH... I DON'T
THINK I CAN
HELP YOU
HERE...

OH, RIGHT,
BUT YOU'LL
EXPECT ME
TO WORK
HARD FOR
YOU.



MY BOSS ASKED ME TO
SUPERVISE THE DEPART-
MENT SECRETARY.
I DON'T REALLY KNOW
HOW TO MANAGE
PEOPLE ...

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TRY POSITIVE REIN-
FORCEMENT. PRAISE
THE THINGS HE
DOES RIGHT. TRUST
HIM TO MAKE THE
RIGHT CHOICES.

I FORGOT TO
WRITE DOWN
YOUR MESSAGES,
SO I JUST PUT
A BUNCH OF
GIBBERISH ON
LITTLE PIECES
OF PAPER.

HOW'S THE NEW
SECRETARY FOR
THE DEPARTMENT
WORKING OUT?



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I THINK HE'S
HAVING A SELF-
IMAGE PROBLEM.



SURE, I'M A
SECRETARY, BUT
WATCH ME CRUSH
THIS PAPER CLIP!!



JUST A QUICK
QUESTION: IS
IT NECESSARY
TO CHANGE MY
OIL . . .

AUTO
SERVICE

...OR CAN I JUST
KEEP LETTING IT
RUN DRY AND THEN
ADD NEW OIL ?

I THINK THE
ANSWER IS GOING
TO BE "NO" TO
THAT SECOND
OPTION.

AAAAEEEEE

Dibbert

By Scott Adams



THANK YOU ALL FOR
COMING TO IRV
KLEPFELD'S RETIREMENT
CELEBRATION.

MANY OF YOU KNOW
THAT IRV HAS BEEN
PILFERING OFFICE
SUPPLIES FOR HIS
ENTIRE CAREER.

IN FACT, HE'S ONLY
RETIRED NOW BECAUSE
HE FINISHED CONSTRUCTION
ON HIS GARAGE
MADE ENTIRELY OF PAPER
CLIPS.

THIS BILL IS FOR
\$87,000 OF PERSONAL
PHONE CALLS MADE
FROM THE OFFICE.

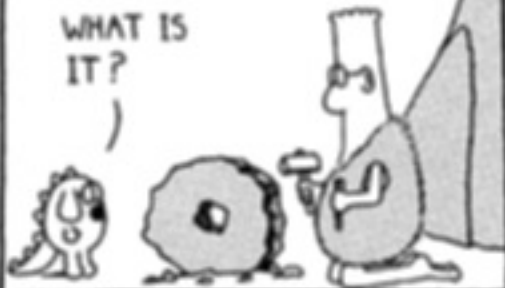
INSTEAD OF A GOLD WATCH,
I'M GOING TO WRITE THE
CURRENT TIME ON THIS
YELLOW STICKY PAD AND
SLAP IT ON HIS FOREHEAD.

SLAP!

NOW... I UNDERSTAND
WE HAVE SOME BIRTH-
DAYS TODAY...

PREHISTORIC DILBERT...

WHAT IS
IT?



I CALL IT
"THE WHEEL."



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I'M FEELING
TIMID TODAY...

I FELT
TIMID
YESTERDAY
TOO...

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HOLY CHEESE! I MAY
BE A TIMID PERSON.

I'VE DECIDED TO BUILD
A BLANKET FORT WITH
THE LIVING ROOM
FURNITURE AND
LIVE IN IT FOREVER.

I'M SO
PROUD OF
YOU.

I LIKE A MAN
WHO MAKES
EYE CONTACT.



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OH NO... UNCONTROLLABLE
URGE TO LOOK AWAY...
I'VE GOT TO BLINK ABOUT
TWENTY TIMES.

WHY DID SHE
HAVE TO
BRING THAT
UP?

S. Adams

7-18

AAEEEEEE!!
GASP!

BLINK
BLINK
BLINK
BLINK
BLINK

I LOVE
DOING
THAT.



WE CAN NO LONGER
COMPETE AGAINST
THE JAPANESE
WITH THEIR TECH-
NOLOGY ADVAN-
TAGES.



SO WE'RE SENDING
YOU TO JAPAN ON
AN EMPLOYEE EX-
CHANGE PROGRAM.



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TO LEARN THEIR
TECHNOLOGY AND
BRING IT BACK
HERE?



JUST DO FOR
THEM WHAT
YOU'VE DONE
FOR US.

PEOPLE CATCH WORMS
TO GO FISHING.



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PEOPLE EAT FISH
THAT JUST ATE WORMS.



THERE IS DEFINITELY
A WASTED STEP HERE.



I'VE TAKEN THE LIBERTY
OF CALCULATING A
TWENTY-PERCENT TIP.



IT'S WRITTEN ON THE
BACK NEXT TO A PICTURE
OF A SMILING DINER...
A FIFTEEN PERCENT TIP IS
SHOWN BY THE PICTURE
OF A GUILTY-LOOKING
DINER.



BELOW THAT IS A
PICTURE OF A DINER
AND HIS DOG WITH
SALAD FORKS IN
THEIR BACKS...



Dibbert

By Scott Adams



HOLY HAIR-BALLS! WHAT ARE YOU?!!



I AM THE "DUST BUNNY," AN EMERGING CULTURAL ICON.



ONCE A YEAR I COME TO EVERY HOME AND HIDE CLUMPS OF DUST UNDER FURNITURE AND MAJOR APPLIANCES.



YOU MUST HONOR ME BY DECORATING CLOSET DOORS AND SINGING DUST HYMNS.



WHAT ABOUT GIFTS? DO I GET ANY GIFTS OUT OF THIS?



NO. THE DUST BUNNY SYMBOLIZES ONLY LOVE, GOODWILL AND VERY POOR HOUSE-KEEPING.



I KNOW, IT SEEMS HARSH, BUT YOU HAVE TO NIP THESE THINGS IN THE BUD.



OHAY, GIFTS!

HERE WE HAVE A LAB RAT,
SPECIALLY BRED TO BE
SUSCEPTIBLE TO PEER
PRESSURE.

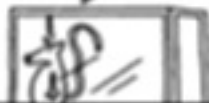


HOW ABOUT A BREWSKI ?

I DON'T DRINK.

ALL THE COOL RATS
DRINK BEER.

OKAY.



OF COURSE, THERE'S MORE
TO SCIENCE THAN JUST
HURTING ANIMALS, BUT
FRANKLY IT'S THE PART
I LIKE BEST.



DOC, WE HAVE
TO TALK.



EVERY DAY YOU FEED
ME OVER A HUNDRED
POUNDS OF MACARONI
AND CHEESE ... AT
FIRST I THOUGHT YOU
WERE JUST BEING A
GOOD HOST.



BUT LATELY I'VE
BEEN THINKING
IT COULD BE SOME-
THING FAR MORE
SINISTER.



MACARONI
AND CHEESE
CAUSES
PARANOIA...





WHAT'S THAT NOISE?

SKRITCH
SKRITCH
SKRITCH



IT SOUNDS LIKE A RAT,
ESCAPED FROM A NEARBY
LABORATORY, CHEWING
A HOLE THROUGH OUR
FRONT DOOR TO AVOID
SURE DEATH FROM A
HIDEOUS MACARONI-
AND-CHEESE EXPERIMENT.



THAT'S
AMAZING.

THESE BABIES
AREN'T JUST
FOR GOOD LOOKS,
YOU KNOW.



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GREETINGS, DOG. I'VE
COME TO LIVE IN YOUR
HOUSE AND ESCAPE
FROM MY JOB AT
THE LABORATORY.



YOU COULD THINK OF ME
AS A POLITICAL EXILE
SEEKING SANCTUARY
IN A FRIENDLY EMBASSY.



I COULD
THINK OF
YOU AS A
RAT.

OKAY, BUT I
DON'T EXPECT
ANY SPECIAL
TREATMENT.

E. Allen

1-27



I WASN'T GETTING
ANY RESPECT AT THE
LAB ... I FELT USED.



1-28

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SURE ... THE FOOD WAS
GOOD - AND LOTS OF
IT ... BUT I DON'T
THINK THE PROFESSOR
VALUED ME AS AN
INDIVIDUAL .



AND A RAT
WITHOUT
RESPECT IS
LIKE ...
LIKE ...



LIKE YOU.

J. Adams

Dilbert

By Scott Adams



DILBERT, THIS IS
A RAT. RAT, THIS
IS DILBERT.

I'VE COME TO
LIVE HERE!



HOW LUCKY FOR US.
WE WERE JUST SAY-
ING HOW MUCH WE
NEEDED A PLAGUE-
CARRYING VERMIN
TO ROUND OUT THE
HOUSEHOLD.



HE DOESN'T HAVE
MUCH OF A
PERSONALITY...

I USUALLY
DROWN HIM
OUT WITH THE
TELEVISION.



IF YOU'RE GOING
TO LIVE HERE,
YOU NEED A
NAME.

HOW ABOUT
"MICKEY"?



NO... BIG
TROUBLE.
HOW ABOUT
"RODNEY THE
RODENT"?

HOW ABOUT
"BILL THE
RAT"?



"VERNON THE
VERMIN"?

"RATBERT"



LET ME INTRODUCE YOU
TO OUR DINOSAURS,
BOB AND DAWN.



EEEEK!!
A MOUSE!

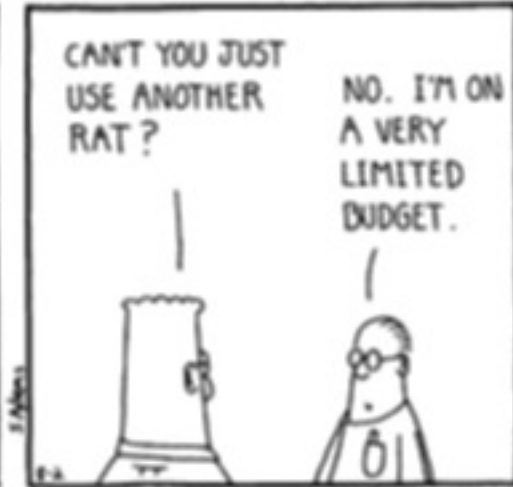
NOT A
MOUSE,
A RAT!!



OOPS. SORRY. YOU
LOOK KINDA LIKE
A MOUSE.

NO OFFENSE
TAKEN.





AHAA! THERE'S MY
RUNAWAY LAB RAT!
I'D RECOGNIZE
LITTLE XP-39C².
ANYWHERE!



J. Adams

ALL IS FORGIVEN.
COME BACK TO
YOUR JOB AT THE
LAB. I LOVE YOU.



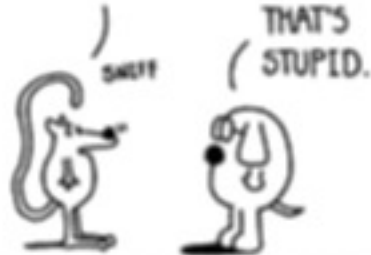
HE WAS SPECIALLY
BRED TO HAVE NO
WILL POWER.

HOLD ME.



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GOODBYE, DOGBERT.
I MUST RETURN TO
THE LAB WITH THE
PROFESSOR.



HE SAYS HE LOVES
ME. THAT MUST BE
WHY HE FED ME SO
MUCH.

YOU'RE
GETTING
STUPIDER.



I HAVE TO
FOLLOW MY
HEART.

HMM... LOVE
CAUSES
STUPIDITY
IN LAB RATS.

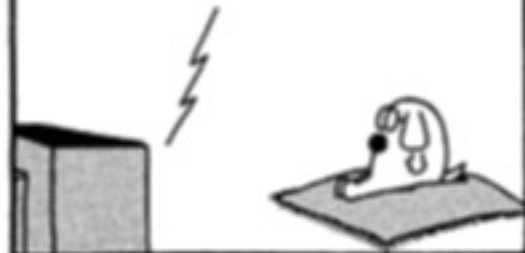


Dilbert

By Scott Adams



A SCIENTIST REPORTS
THAT LOVE MADE
A LAB RAT STUPID.



THE SCIENTIST CAUTIONED
THE MEDIA NOT TO DRAW
CONCLUSIONS BASED ON
ONE RAT.

J. Adams

1-4



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THE EXPERTS USED TO
SAY YOU SHOULD EXERCISE
EVERY DAY.



NOW THEY THINK TWENTY
MINUTES EVERY OTHER
DAY IS JUST AS GOOD.



MY STRATEGY OF
FIVE MINUTES A
MONTH IS LOOKING
PRETTY CLEVER.



HELLO, DILBERT, THIS IS
DOCTOR FISHLIPS. I WAS
WONDERING IF YOU COULD
COME BACK FOR SOME X-RAYS.



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X-RAYS? IS THAT
STANDARD PROCEDURE
A WEEK AFTER AN
APPENDECTOMY?



A PATIENT FROM THE
PRISON IS MISSING...
I'M TOLD THIS ISN'T THE
FIRST TIME "TINY TOM"
HAS TRIED A BOLD ESCAPE.



A PATIENT FROM THE
PRISON DISAPPEARED
AFTER YOUR APPENDECTOMY.



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"TINY TOM" IS A MASTER
OF ESCAPE. WE THINK HE
CRAWLED INTO YOUR TORSO
DURING THE OPERATION.



THAT'S STUPID.
HOW WOULD HE
GET OUT?

EVER SEE
THE MOVIE
"ALIEN"?

S. Adams



THERE HE IS... TINY TOM
THE CONVICT IS CLINGING
TO THIS MAN'S PANCREAS.



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NOTE:
SOMETIMES IT IS NECESSARY
TO SUSPEND DISBELIEF FOR
THE PURPOSE OF CREATING
COMIC SITUATIONS. PARENTS
SHOULD EXPLAIN TO THEIR
CHILDREN THAT CONVICTS
WILL RARELY, IF EVER, CLING
TO ANOTHER PERSON'S
PANCREAS.

HO HO, IT APPEARS WE HAVE
ALSO LOCATED OUR OWN
NURSE WOODMEYER ...
THE TRAMP!

J. Albany



DOGBERT! I'M
HOME AFTER MY
SECOND MAJOR
SURGERY IN TWO
WEEKS!



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...SO AFTER THE FIRST
OPERATION THEY DISCOVER
THAT A TINY CONVICT AND
A NURSE HAD HIDDEN
INSIDE MY TORSO
TO ESCAPE....



BOY...IT SURE IS
HARD TO KEEP A
MEDICAL STORY
INTERESTING.



J. Adams

Dilbert

By Scott Adams



WANT TO HEAR
SOME ENGINEER
JOKES?

NO.

HOW MANY
ENGINEERS
DOES IT TAKE
TO CHANGE A
LIGHTBULB?

SIX: ONE TO HOLD
THE BULB AND FIVE
TO ARGUE ABOUT
HOW TO ROTATE
IT ON THIS SIDE OF
THE EQUATOR. HEE-
HEE...

WHAT'S THE DIFFERENCE
BETWEEN A FUNGUS AND
AN ENGINEER?

A FUNGUS
CAN GROW
ON YOU...
HEE HEE !!

WHAT DO YOU
CALL A DOG
THAT'S BEEN
RUN OVER BY
A STEAMROLLER?

SPOT.

WE WERE HAVING
SUCH A GOOD TIME
UNTIL HE STARTED
GETTING PERSONAL.

DILBERT, GO DOWN
TO THE ACCOUNTING
DEPARTMENT AND
FIND OUT WHAT THESE
FIGURES MEAN.



NO... P-PLEASE...
THEY AREN'T EVEN
HUMAN THERE !!!



I DON'T
LIKE HIM.



THIS MUST BE
THE COMPANY
ACCOUNTING
DEPARTMENT.

I ... I NEED TO ASK SOME
QUESTIONS ABOUT THIS
B-BUDGET REPORT.

IS THIS A
BAD TIME
FOR YOU?

ALWAYS.

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FOOL! WHY HAVE
YOU COME TO
THE ACCOUNTING
DEPARTMENT?!!



UH... I HAD SOME
QUESTIONS, SIR...
MA'AM ... ER, SIR?



ARE YOU
A MAN OR
WOMAN?

IN ACCOUNTING,
IT DOESN'T
REALLY
MATTER.



SO... YOU'VE COME TO THE
ACCOUNTING DEPARTMENT
FOR AN EXPLANATION OF
THE BUDGET REPORT, AYE?

UNCHAIN HIM,
BRADLEY.



NORMALLY WE WOULD
TORTURE AND KILL
YOU FOR QUESTIONING
OUR REPORT.



BUT YOU REALIZED THAT MY
QUESTIONS ARE VALID?

NO. I'M PROMOTING
BRADLEY. YOU'RE
MY NEW ANALYST.



NO! YOU CAN'T FORCE
ME TO WORK IN
ACCOUNTING! I'M
AN ENGINEER!

IT'S TOO
LATE...



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YOU CAME... YOU BREATHED
THE AIR... THE CHANGE IS
IRREVERSIBLE... BRADLEY
WILL TRAIN YOU.



I'M STARTING
TO GET A BAD
ATTITUDE
ABOUT THIS
JOB...

GOOD. I
CAN SKIP
THAT PART
OF THE
TRAINING.



DILBERT IS FORCED TO WORK IN
THE ACCOUNTING DEPARTMENT

FIRST YOU MUST
UNDERSTAND HOW
NUMBERS CHANGE
REALITY...



5 Adults

SOME PEOPLE THINK NUMBERS
MERELY REFLECT REALITY...
BUT WE BELIEVE THAT
NUMBERS CREATE
REALITY.



THIS IS OUR BUDGET-
ERASING ROOM...

ERASE
FASTER!!



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Dibbert

By Scott Adams



ACCORDING TO MY
CALCULATIONS, THE
ASTEROID "SAGNORPT"
WILL COLLIDE WITH
EARTH IN 2.3 MINUTES.



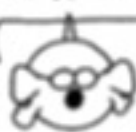
AAAAHH!!
WE'RE ALL
GONNA DIE!



I'M SORRY
ABOUT ALL
OF THOSE BAD
THINGS I'VE
DONE TO YOU!



I RENOUNCE MY EVIL
WAYS! I DEDICATE THE
REMAINING MINUTE OF
MY LIFE TO THE POOR!!



WAITA-
MINUTE...
WHY AREN'T
YOU GROVEL-
ING FOR
SALVATION?

THE ASTEROID
IS ONLY THE
SIZE OF A
GOLF BALL.



CRASH!

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I PROBABLY
SHOULDN'T TRY
TO READ TOO
MUCH INTO THIS.



GREAT... NOT ONLY AM
I BEING FORCED TO WORK
IN THE ACCOUNTING DEPART-
MENT, BUT I'M SLOWLY
TURNING INTO A TROLL.



WAIT A MINUTE... THIS IS
THE BUDGET FOR THE
ACCOUNTING DEPARTMENT.
ITSELF... WHAT HAPPENS
IF I ERASE IT?



BOSS!!?
BOSS!!? HELP ME!
I'M MELTING!
AAAAGH!!



I'VE DECIDED
TO JOIN THE
ANTI-FUR
MOVEMENT.

ISN'T THAT HYPOCRITICAL?
YOU WEAR A FUR COAT
EVERY DAY.

OH...YEAH,
NEVER
MIND...

WAIT...

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S.Miley

HOW CAN YOU LIVE
WITH YOURSELF?
HAVE YOU NO
CONSCIENCE?



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OH, BIG DEAL...
A BUNCH OF MINKS
GET BAD HAIRCUTS
AND I GET A WARM
COAT...



I'LL BET
YOU'D MAKE
A NICE
PAIR OF
MITTENS.

I DON'T THINK I
REACHED HER.





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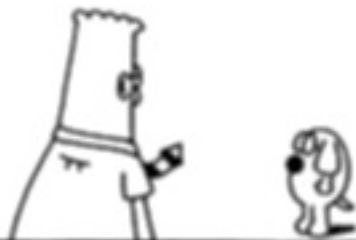




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IT'S NOT A STUPID
IDEA.



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YOU SEE, PEOPLE WHO
DON'T OWN CARS ARE
MISSING OUT ON THE
PRESTIGE OF USING
CAR PHONES.



S. Adams

THE CAR-PHONEBOOTH IS
A NATURAL SOLUTION...

I
GRANTED,
IT USES A
LOT OF COINS.



Dilbert

By Scott Adams



YOU SHOULDN'T
SALT YOUR FOOD
BEFORE TASTING
IT.



IT'S A CALCULATED
RISK...



THE AVERAGE MOUTHFUL
OF FOOD IS FIVE PERCENT
OF THE TOTAL SERVING.



SO TIMID SALTERS
EAT FIVE PERCENT
OF ALMOST EVERY
MEAL WITH TOO
LITTLE SALT...



BECAUSE ONLY ONE
TIME IN A THOUSAND
IS FOOD TOO SALTY
TO BEGIN WITH.



THEREFORE, OVER A
LIFETIME YOU EXPERI-
ENCE ALMOST FIVE
PERCENT LESS SALT-
RELATED HAPPINESS
THAN I DO.



NOT NECESSARILY.
I USUALLY SALT
MY TONGUE AFTER
THE FIRST
SWALLOW.



HERMAN'S
HARDWARE

OH NO... I'M
BEING DRAWN
TO THAT HARD-
WARE STORE.

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THE FORCE IS RIPPING
MY CLOTHES OFF, BUT I
CAN RESIST!!!

I'M ONLY
LOOKING FOR
MY CLOTHES—
I'M NOT
SHOPPING.

YOU'RE NOT THE
FIRST NAKED
ENGINEER TO
USE THAT STORY.

5-Adam's

LOOKS LIKE ANOTHER
SHOPPING DINGE AT
THE HARDWARE
STORE.

I COULDN'T
RESIST.

GEE, BOB, WHAT
DID DINOSAURS
DO BEFORE TOOLS
WERE INVENT-
ED?

IT WAS
HARD...

SOMETIME, YOU
SHOULD TRY TO
TIGHTEN A
PHILLIPS SCREW
WITH A FERN.

THAT'S NO
WAY TO
LIVE.

... AND I'VE HAD THIS
IRRATIONAL LOVE FOR
HARDWARE STORES AS
LONG AS I CAN REMEMBER.



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I MEAN ... I LOVE THEM.
I ACTUALLY LOVE THEM.
YOU GOTTA HELP ME, DOC.



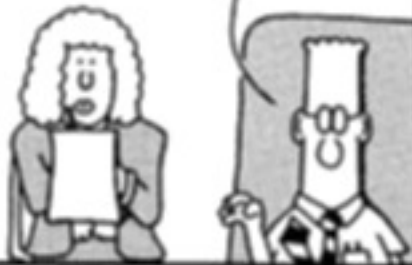
9-49

F. Adams

I'VE HEARD OF THIS ...
I THINK THE LITERATURE
REFERS TO IT AS "A
STUPID GUY-THING."



...WHENEVER I'M NEAR
A HARDWARE STORE I
FEEL AN INVISIBLE FORCE
DRAWING ME INSIDE...



YOU'VE BEEN TALKING
ABOUT YOURSELF SINCE
YOU GOT HERE. WE
NEVER TALK ABOUT ME
AND MY FEELINGS. I
HURT TOO, YOU KNOW.



I'M PAYING \$75
AN HOUR...

GOOD LORD, AND
YOU THINK THAT
MAKES IT OKAY
TO BE SELFISH??



FRANKLY, I'M TIRED OF
HEARING YOUR LITTLE
PROBLEMS...



S. Adams

I HATE MY JOB... I
HAVEN'T HAD A DECENT
DATE IN A YEAR...
MY BIOLOGICAL CLOCK
IS TICKING AWAY...



9-11

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WOULD IT BE
UNETHICAL TO
DATE ONE OF
YOUR PATIENTS?



YES, ESPE-
CIALY AN
UGLY ONE



WELL? WHAT DO
YOU THINK?

UH...

THEY'RE FINS...HUMAN AERO-
DYNAMICS! THE FIELD
IS TOTALLY NEGLECTED!!

YOU DON'T SEEM TO BE SHARING
MY JOY OF INNOVATION.

I'M JUST
WONDERING HOW
DARWIN WOULD
EXPLAIN IT.

Dilbert

By Scott Adams



THE WORST HE
CAN DO IS FIRE
ME...



BOSS, I NEED
TO TALK TO
YOU.



I FEEL YOU DON'T
RESPECT ME...



IT'S AN INTANGIBLE
THING...

SNEEZE
COMING...



I SEE IT IN YOUR
BODY LANGUAGE ...

AAH...



...AND SOMETIMES
THE THINGS YOU SAY...



CHOO



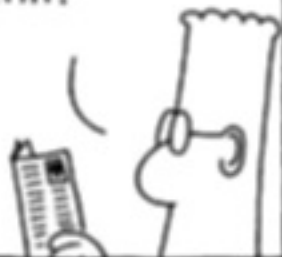
THIS HAS BEEN
SOMETHING LESS
THAN A VICTORY
FOR WORKERS
EVERYWHERE.



HERE'S A BROCHURE
FOR MY NEW MIRACLE
MINERAL WATER
SPA.



YOU CLAIM THAT THE
WATER AT OUR HOUSE
WILL MAKE PEOPLE
SMART, BEAUTIFUL
AND HEALTHY.



IF ANYBODY ASKS,
TELL THEM YOU
DON'T DRINK WATER.



BOB, I'D LIKE
YOU TO BE THE
MASSEUR FOR
MY NEW AGE
MIRACLE SPA.

DINOSAURS
DON'T KNOW
MUCH ABOUT
MASSAGE.

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THAT'S OKAY. JUST
HURT THE CLIENTS
AS MUCH AS POSSIBLE.

WON'T THEY
GET ANGRY?

BOB, BOB,
BOB... YOU
REALLY AREN'T
TUNED TO THE
NEW AGE, ARE
YOU?

WELCOME TO DOGBERT'S
NEW AGE MINERAL
WATER SPA . . . HAND
OVER THE CASH.

HOLD IT . . . THE VIBES
FROM MY CRYSTAL TELL
ME WE KNEW EACH
OTHER IN A PREVIOUS
LIFE . . . IN ATLANTIS!

THAT'S WHAT
YOU TOLD THE
LAST GUY,
TOO.

ATLANTIS
WAS A SMALL
TOWN. I RAN
THE ONLY
DONUT SHOP.

THANK YOU ALL FOR COMING
TO DOGBERT'S "NEW AGE
MINERAL WATER SPA."



AFTER YOUR CHOWDER BATH
THERAPY, I WILL BE CHANNEL-
ING THE SPIRIT OF JACKIE
MASON IN BALLROOM "B."



THEN I'LL TALK
TO HIS CAREER.



YOU ARE NOW READY FOR
THE NEXT STEP IN MY
"NEW AGE MINERAL WATER
SPA" THERAPY.



THIS NEXT THERAPY WAS
PRACTICED BY THE
PHARAOMS . . . IT HAS
BEEN SCIENTIFICALLY
PROVEN TO PRODUCE DEEP
RELAXATION.



PLEASE PICK UP A ROLL OF
BANDAGES AND LINE UP
IN FRONT OF THE PYRAMID
DOOR . . .



GOODBYE . . . I
THINK YOUR "NEW
AGE MINERAL WATER
SPA" HAS BEEN A
COMPLETE RIP-OFF!



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I'M SORRY YOU FEEL THAT
WAY . . . HERE'S A FREE
GALLON OF MIRACLE
NOSE WATER.



YOU'RE AN
EVIL LITTLE
DOG.

S. Allen



THIRSTY?

Dibbert

By Scott Adams



YES! I'VE BEEN
CHOSEN FOR THE NEXT
SPACE SHUTTLE
MISSION !!



J. Altmir

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WHY
YOU?



THEY'RE PROBABLY
ASSEMBLING THE
LEADERS FROM
DIFFERENT
FIELDS.

NASA

IN OUR NEXT FLIGHT,
WE WILL STUDY
THE EFFECTS OF
WEIGHTLESSNESS
ON NERDS...



YOU WILL BE WITH ONE OTHER
...UH... ASTRONAUT IN A
A PRIVATE ROOM.



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YOU TWO WILL HAVE
NO SPECIFIC DUTIES
ON THIS MISSION. I'LL
BE MONITORING YOU
ON VIDEO.



A NERD, A
MONKEY, AND ONE
NINTENDO AT
ZERO GRAVITY...
PRETTY RISKY
EXPERIMENT.



TO BE HONEST, WE
WERE RUNNING
LOW ON GOOD
IDEAS.



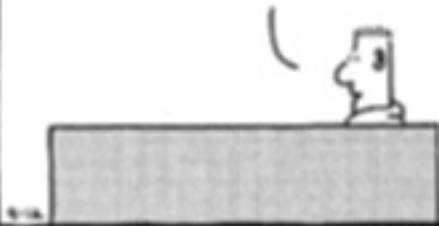
...I'LL TELL YOU WHY WE'RE
LOSING TO FOREIGN BUSINESS:
THE WORKERS IN THIS COUNTRY
HAVE LOST THEIR WORK ETHIC.



WHY AREN'T YOU
WORKING NOW?



WELL, NOW, THIS IS
A PERFECT EXAMPLE
OF WHAT I'M TRYING
TO TELL YOU.



I'D FIX IT MYSELF BUT I
KNOW IT TAKES SPECIAL
TOOLS...



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PLUS I WOULD JUST
HAVE TO ORDER A
PART... AND I'M
PRETTY BUSY...



TAKE TWO
OF THESE...



"ENGINEER'S
PILLS"?



THEY'LL
KNOCK YOU
OUT UNTIL
I'M GONE.



NOW WE HAVE
AN OPPOSING VIEW
TO LAST NIGHT'S
EDITORIAL ON ANIMAL
RIGHTS.



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HI, I'M DOGBERT. I'M
CALLING ON THE DOGS OF
THE WORLD TO RISE UP
AND TAKE THEIR RIGHTFUL
PLACES AS RULERS OF
THE PLANET.



THESE ARE NOT
NECESSARILY
THE VIEWS OF
THIS STATION.



DON'T LISTEN
TO HIM. THEY
ALWAYS SAY
THAT.



TO ME, A WOMAN
IS LIKE A FINE
BOTTLE OF WINE.



EACH ONE IS FAMILIAR,
YET DISTINCTIVE AND
SPECIAL.



IN THE WINE
OF LIFE, SOME
PEOPLE ARE
DESTINED TO
BE CORK-
SNIFFERS.



Dibbert

By Scott Adams



EXPRESS
LANE
OF CHECKS

THIS LOOKS LIKE
A LOT MORE THAN
TEN ITEMS, MA'AM.

IT DOESN'T
MATTER. I'M
OLD AND YOU
MUST DO AS I
SAY.

I HAVE SOME COUPONS
FOR TOTALLY UNRELATED
PRODUCTS AND A FOURTH-
PARTY PERSONAL CHECK
FROM NORTH YEMEN.

THEY'RE HOPELESSLY
LOST IN MY BAG. I'LL
RUMMAGE WHILE YOU
ALL WAIT.

RUMMAGE
RUMMAGE
RUMMAGE

WHAT
THE....

AAAAEE!!

WILD COYOTES IN
THE HANDBAG... I'VE
SEEN THIS BEFORE.

WOOF!
URP!!

FOR YEARS MOTHER NATURE HAD
BEEN DROPPING HINTS ABOUT
THE OZONE PROBLEM.



AAAHH... PINE-
CONE FRESH
LEMON SCENT.



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THE DIRECT APPROACH WOULD
WORK NO BETTER.

IS IT UNSEA-
SONABLY WARM
TODAY?



MY PROGRAM PREDICTS THAT
TINY HOLES IN THE OZONE
COULD LEAD TO . . .



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FLASH!

ZAP
ZAP
ZAP



NOW WE'LL
NEVER KNOW...

BUT
YOU'RE
GETTING
WARMER.



J. Adams

OKAY, EVERYBODY
OFF! LET'S GO,
GET OFF !!



MOTHER
NATURE ?

MOVE ALONG
NOW. FIND
ANOTHER
PLANET.



BUT...
BUT...

SHOO! COME
BACK WHEN
ALL THE
PLASTIC IS
GONE.



PLEASE, MOTHER
NATURE, DON'T
MAKE ME LEAVE
THE EARTH !!

DON'T TALK
BACK TO
ME !!



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I WORK HARD
TO GIVE YOU A
LOVELY PLANET,
AND LOOK WHAT
YOU DO TO IT !

BUT... BUT
I RECYCLE
NEWSPAPERS!



J. Adams

OH, WELL, EXCUSE
ME. I GUESS THE
DOLPHINS ARE SAFE,
THANKS TO YOU.



AND I'VE
NOTICED
LESS ACID
RAIN
SINCE I
STARTED.



MOTHER NATURE HAS
DECIDED TO BE LENIENT
WITH YOU HUMAN
LITTERBUGS.



YOU CAN STAY ON
THE PLANET, BUT
I'LL HAVE TO MAKE
AN EXAMPLE OF
YOU.



IT'S AN IDEA I GOT
FROM A GARY LARSON
CARTOON.



...WHEN HE SAW
MY HEADLIGHTS, HE
FROZE AND HIS EYES
GOT BIG LIKE THIS.



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I TRACKED HIM BACK
TO HIS COMPUTER AND
WAITED UNTIL HE SLIPPED
INTO A PROGRAMMER'S
DAZE...



THEN I PLUGGED
HIM WITH AN
ARROW.

WOW! YOU DID
THAT WITHOUT
OPPOSABLE
THUMBS?!!



Dilbert

By Scott Adams



I'VE DECIDED WE NEED MORE STRUCTURE IN THIS HOUSEHOLD.



THINGS ARE OUT OF CONTROL... WE HAVE NO PROCEDURES... NO RULES... IT'S TOTALLY UNMANAGEABLE.



THAT'S WHY I'VE DEVELOPED A SET OF FORMS TO GUIDE OUR DAILY INTERACTIONS.



FOR EXAMPLE, THIS P-38 FORM IS A REQUEST FOR ADDITIONAL FOOD.



THE P-39 IS FOR LIQUIDS AND THE P-40 IS A CONVENIENT WAY TO REQUEST BOTH FOOD AND LIQUIDS.



GIVE ME A P-39 FORM... I'M A LITTLE DRY.



LATER

UNDER "PURPOSE FOR DISTRIBUTION" I PUT "THIRSTY." I HOPE THAT'S RIGHT.



REQUEST DENIED... YOU USED AN OUTDATED FORM.



MR. DOGBERT,
I HAVE BAD
NEWS.

O YES?

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IT APPEARS THAT
DILBERT WAS HUNTED
DOWN AND KILLED
BY WILD DEER.

9-29

WE THINK IT WAS
A PROFESSIONAL
JOB; THEY DIDN'T
LEAVE FINGER-
PRINTS.

J. Adams

THE THREE STAGES OF GRIEF

NO... DILBERT
CAN'T BE DEAD.

DENIAL

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I'LL KILL THE SCUM
WHO DID IT!

ANGER

9-11

5-Adams

NO EXPENSIVE CASKETS.
JUST WRAP HIM IN
NEWSPAPERS; HE WOULD
HAVE WANTED IT THAT
WAY.

ECONOMICS

I HAVEN'T BEEN
ABLE TO CRY OVER
DILBERT'S DEATH.



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I REALLY MISS HIM,
BUT I KEEP MY SORROW
BOTTLED INSIDE.



DID YOU KNOW
THAT DOGS CAN'T
LEGALLY INHERIT
FROM HUMANS?



WHAT DID DILBERT
LEAVE YOU IN HIS
WILL?

HE STIFFED
ME.

ALL I GOT IS CUSTODY
OF THIS STUPID
INVENTION OF HIS...
I DON'T EVEN KNOW
WHAT IT DOES.

I GET IT...
HE "STIFFED"
YOU... HEE-
HEE!

TRY TO
STAY WITH
ME, BOB.

THAT'S ALL DILBERT LEFT
YOU IN HIS WILL? A
GADGET?

I'M JUST THE
CUSTODIAN.

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MAYBE IT'S SOME
KIND OF HYPER-
ELECTRONIC INDUC-
TION TRANSMUTANT
GEOPLASMIC NODAL
COLLECTIMIZER.

MAYBE... BUT
I'M GUESSING
BATHROOM
SOAP DIS-
PENSER.

CAN I
CHANGE MY
GUESS?

IF DILBERT WANTED ME
TO HAVE THIS WHEN HE
DIED IT MUST HAVE
BEEN SPECIAL TO HIM.

BUT WHAT
IS IT?



WE DINOSAURS HAVE
A METHOD FOR HANDLING
THINGS WE DON'T
UNDERSTAND.

TELL ME.

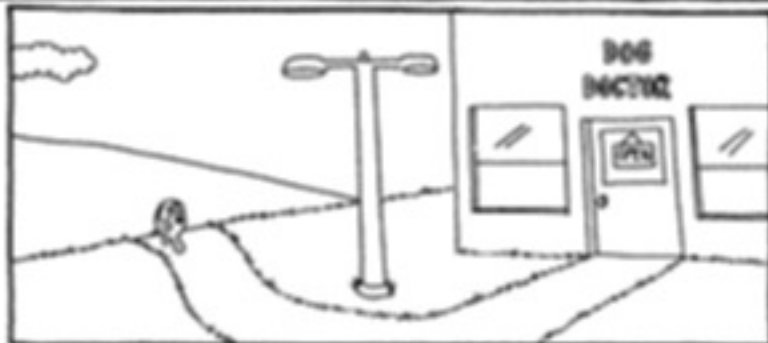


WE STOMP IT TO
BITS AND
EVOLVE INTO
BIRDS WHO
DON'T CARE.



Dibbert

By Staff Adams



HI, DOGBERT. HOW ARE YOU?

NOT SO GOOD, DOC.

I HAVE A BAD CASE OF "HAPPY TONGUE."

HMM... IS YOUR TONGUE HAPPY FOR ANY PARTICULAR REASON?

NO REASON AT ALL. I'M QUITE WORRIED.

I'M GOING TO PRESCRIBE THESE TONGUE DEPRESSORS. USE ONE EVERY TIME YOUR TONGUE GETS TOO MIRTHFUL.

I LIKE THAT DOG.

YIKES! DILBERT'S
INVENTION IS
ALIVE !!

FLASH!

I AM A HOLOGRAPHIC
RECORDING OF THE
LATE DILBERT,
WITH A MESSAGE
TO DOGBERT
FROM BEYOND
THE GRAVE.

... AND MY RECIPE
FOR CHILE CON CARNE
IS AS FOLLOWS ...

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J. Adams

UGH... GOSH, WHAT
A NIGHTMARE.



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BOB, I JUST DREAMED
DILBERT WAS KILLED
BY DEER, AND ALL HE
LEFT ME WAS HIS
RECIPE FOR
CHILE CON CARNE.



BAD
NEWS...

HE'S REALLY
DEAD?

AND HIS
CHILE CON CARNE
STINKS.

S. Adams

NOT MUCH GARBAGE...
DID SOMEBODY DIE?

DILBERT
WENT TO
THE COMPOST
PILE IN THE
SKY.

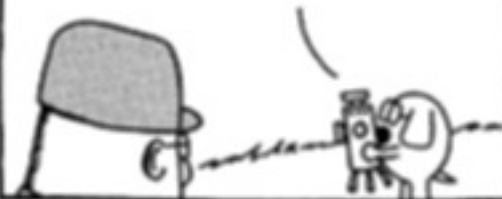
BAD TIMING... JUDGING FROM
LAST WEEK'S GARBAGE, HE
HAD ALMOST FINISHED HIS
CLONING MACHINE DESIGN.

I ONLY NOTICE
A FEW LINEAR
MATH ERRORS.

THIS DESIGN WOULD JUST
CREATE A HOLOGRAM AND
A BAD CHILE CON CARNE
RECIPE.

MAN, YOU SURE
KNOW YOUR
GARBAGE!

PLEASE, MISTER GARBAGE
MAN, HELP US FIX
DILBERT'S CLONING DEVICE
AND BRING HIM BACK
TO LIFE !!



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THIS SHOULDN'T BE TOO
HARD... STANDARD
ANTI-LIGHT RESONANCE
FILTERS... YEAH, I
THINK I HAVE PARTS IN
THE TRUCK.



YOU'RE GOING
TO CLONE HIM
FROM HIS OWN
GARBAGE ?

DON'T TELL
ANYBODY--
THERE MIGHT
BE A STIGMA.

S. Adams



DOGBERT AND THE GARBAGE MAN
TRY TO CLONE DILBERT BACK TO
LIFE.



AAAGH!
RUN FOR YOUR LIFE!!!
IT'S A HIDEOUS,
DISGUSTING
CREATURE!!!



WOULD YOU
CARE FOR A
LITTLE
"ARM AND
HAMMER"?



HI...UH, WHY AM I NAKED
AND SITTING IN A GARBAGE
CAN?



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EITHER YOU WERE KILLED
BY WILD DEER AND WE
CLONED YOU BACK TO
LIFE FROM YOUR OLD
GARBAGE... OR...



I HOPE I
LIKE THE
SECOND
CHOICE.

...OR YOU
SAVED A LOT
OF MONEY ON
AN ABOVE-
GROUND POOL.

5/1/90



Dinobird

By Scott Adams



WHY ARE YOU RUBBING THAT LAMP?



IT'S A ROUTINE CHECK FOR MAGIC GENIES.



CARRY ON.



YOU HAVE RELEASED ME.



YES!!! HA, HA!! NOW YOU MUST GRANT ME THREE WISHES!



GET REAL, FOUR-EYES. WE DON'T HAVE A BINDING CONTRACT HERE.



I LIKE LIVING IN A LAMP. YOU DISTURBED ME. I'M GOING TO TURN YOU INTO A WEENER AND GO HOME.



AT LEAST IT'S AN EXPERIENCE I CAN RELISH.



I'M ALIVE!! I OWE MY LIFE
TO YOU, DOGBERT, FOR CLONING
ME IN THE NICK OF TIME.



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ACCORDING TO ANCIENT
DOG TRADITION,
YOU MUST BE MY
SERVANT FOR LIFE.



S. Adams

DON'T TELL THE
ANCIENT DOGS
I SETTLED FOR
A BANANA SPLIT.



DILBERT, I NEED TO
FILL OUT AN ABSENCE
REPORT FOR THE
DAYS YOU MISSED
WORK.



WELL, MOTHER NATURE
GOT MAD AND HAD WILD
DEER KILL ME. BUT MY
GARBAGE MAN AND MY
DOG CLONED ME
BACK TO LIFE.



I'LL PUT "SICK."



UGH... LOOK AT THAT
YOUNG COUPLE
KISSING IN
PUBLIC.



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THEY SHOULD REALIZE
HOW IMPOLITE IT IS.



IS IT IMPO-
LITE FOR US
TO STARE AT
THEM?

WE'RE JUST
THE VICTIMS
IN ALL THIS,
DOGDERT.

S. Adams

Dear Dilbert,
I hope you like
this elbow warmer
I knitted for you.

Love,
Aunt Helen



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IT'S AN ELBOW
WARMER; JUST
A THOUGHTFUL
LITTLE GIFT FROM
ME TO YOU.



I FEEL LIKE THE
LOWEST CREATURE
IN THE GIFT CHAIN.



IT'S HARD TO
EXPRESS HOW
I FEEL WHEN
I'M WITH
YOU.

TRY.

IMAGINE A FIELD OF
GOLDEN WHEAT ON A
SUNNY SPRING DAY.
BIRDS ARE SINGING.

THERE...
THAT WASN'T
TOO HARD.

NOW IMAGINE
A TRACTOR
ON YOUR
CHEST...

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3-Adams

GROAN ☹
IT'S 6 A.M. AND
TIME FOR ANOTHER
OPPRESSIVE DAY OF
MEANINGLESS
TOIL...

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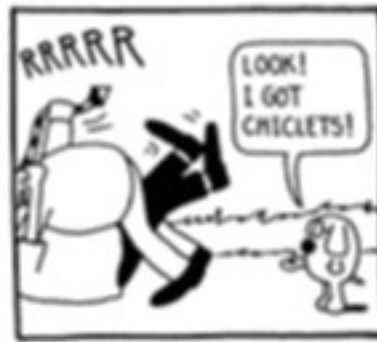
WAIT... TODAY
IS SATURDAY...

I AM THE HAPPIEST
MAN ON THE
PLANET EARTH.

5-11-90

Dinbert

By Scott Adams



OH, CARP!



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I'VE BEEN CALLED
FOR JURY DUTY.



ME, TOO.



DOGS CAN'T DO
JURY DUTY. HOW
DID THEY GET
YOUR NAME?



I'VE BEEN
BETRAYED
BY ED
McMAHON.



S. Adams

DOGBERT AND DILBERT ARE
CALLED FOR JURY DUTY.

WHAT A STUPID
WASTE OF MY
VALUABLE TIME.



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IT'S YOUR CIVIC DUTY. IT'S
THE SMALL DUES YOU PAY
FOR LIVING IN A JUST
AND FREE SOCIETY.



BIG
WHOOPEE.



AND YOU GET TO PLAY GOD
WITH OTHER PEOPLE'S
LIVES.



WELL, THEY
SHOULD SAY
THAT IN THE
LETTER.



5-1184

JURY SELECTION

MY CLIENT IS ACCUSED
OF KILLING TWELVE
PEOPLE JUST LIKE
YOU FOLKS.



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THE ALLEGED VICTIMS
WERE ALL PART OF A
PREVIOUS JURY WHO
DOUBTED MY CLIENT'S
INNOCENCE.



19-17

THIS JURY IS
ACCEPTABLE TO
THE DEFENSE.



E. Adams

MY CLIENT HAS BEEN
ACCUSED OF THE MOST
HEINOUS CRIMES.



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BUT DOES THIS
LOOK LIKE A
PERSON WHO
COULD KILL ??



OOH! OOH!
I KNOW
THIS ONE !!



STOP THE TRIAL !!
STOP THE TRIAL !!
THE DEFENDANT IS
INNOCENT !!



I'M THE ONE WHO KILLED
THOSE PEOPLE. I DID
IT FOR LOVE AND FOR
MONEY AND REVENGE !!



WELL, NOT REALLY,
BUT I ALWAYS
WANTED TO SAY
THAT.



OKAY, LET'S SAY THAT,
HYPOTHETICALLY, MY
CLIENT DID KILL THOSE
PEOPLE...



CHANCES ARE THAT
IT WAS NOBODY
YOU KNOW.



AND THE NEXT TIME
YOU'RE STANDING IN
A LONG LINE, ASK
YOURSELF:



"AM I BETTER
OFF NOW THAT
THERE ARE
LESS PEOPLE?"

Dilbert

By Scott Adams



WHY ARE YOU
HUGGING THAT
LOAF OF FRENCH
BREAD?

HEE HEE! YEAH,
NEWBORN BABIES
DO LOOK LIKE
LOAVES OF BREAD.

BUT IN THIS
CASE I THINK
YOUR BABY IS
A LOAF OF BREAD.

THAT WOULD EXPLAIN
THE SMELL OF DOUGH.

MUST HAVE BEEN
A MIX-UP AT THE
GROCERY STORE.

I HOPE THIS DOESN'T
MEAN SOMEBODY IS
STICKING LITTLE
JIMMY IN A TOASTER
SOMEWHERE.

I'M SURE
HE'LL POP
UP.

AH, THERE YOU
ARE IN THE
GROCERY BAG.

I THINK I
BONDED WITH
THE BREAD.

REMIND ME
NOT TO EAT
HOMAGES AT
YOUR HOUSE.

JURY DELIBERATION

I'LL BE THE JURY FOREMAN, SINCE THE REST OF YOU ARE LOSERS.

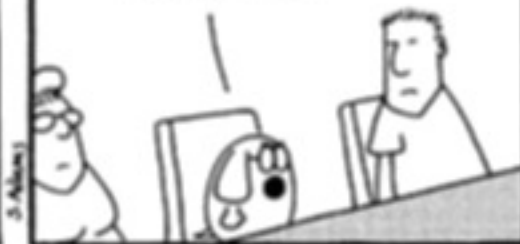


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DID ANYBODY LISTEN TO THE BORING PARTS WITH THE EVIDENCE?



AND NOBODY HAS A COIN?! GEEZ, WHAT'S THIS SYSTEM COMING TO??



HAS THE JURY
REACHED A
VERDICT?



YES, YOUR HONOR. WE FIND
THE DEFENSE ATTORNEY
POORLY DRESSED AND
ODNOXIOUS. WE SENTENCE
HIM TO DEATH.



I DON'T THINK YOU
CAN DO THAT.

FURTHERMORE,
WE FIND THAT
YOUR HONOR LOOKS
FETCHING IN A
BLACK MUUMUU.



OKAY, THE STAFF MEETING
IS OVER. DOES ANYBODY
HAVE ANY MEANINGLESS,
RAMBLING QUESTIONS?

JOHNSON?



HOW CAN WE WORK
AS A TEAM TO ACHIEVE
TOTAL QUALITY WITH-
OUT SACRIFICING
CUSTOMER FOCUS?



HOW MANY PEOPLE
WOULD LIKE TO SEE
ME MAKE JOHNSON
FETCH THIS STICK?



NOTICE HOW THE
EYES SEEM TO
FOLLOW YOU.



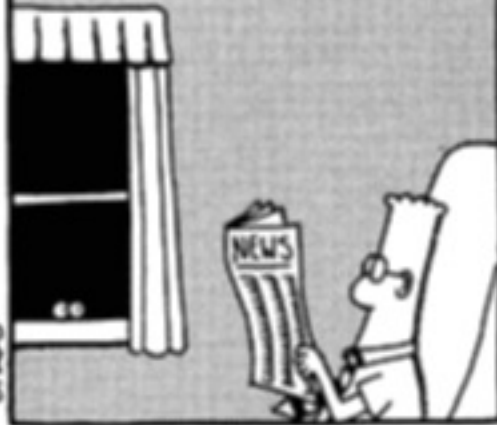
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WOW, THAT'S
A WEIRD
EFFECT

IT GETS
BETTER.



S. Adams



OOH! NICE PILE
OF MAIL TODAY!



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RESIDENT... RESIDENT...
RESIDENT... AHM,
DILBERT.



S. Adams

I GET MAIL;
THEREFORE
I AM.



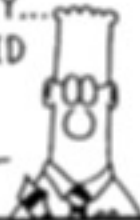
HOW TO BE A BORING PERSON

OUR FIRST DEMONSTRATION IS CALLED "LISTING THINGS BECAUSE YOU CAN."



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I LIKE THE NUMBERS THAT ARE DIVISIBLE BY TWO... FOR INSTANCE FOUR... AND TEN... AND SIXTEEN AND EIGHT... AND TWELVE... AND, UH... FORTY... AND TEN, OR DID I ALREADY SAY TEN?



NOW ACT CONFUSED AND START OVER, USING YOUR FINGERS AS IF THAT HELPS.



OKAY, FOUR... AND TEN...



© 1990

Dilbert

By Scott Adams



I HIRED A CLEANING
PERSON TO COME IN
ONCE A WEEK.



STARTING TODAY.

DING
DONG



HI...UH...
LEAVE THE
FLAME-
THROWER
OUTSIDE.

FINE. LET'S
JUST SURREN-
DER TO THE
MILDEW...



DILBERT HIRES A CLEANING PERSON

AND YOUR
NAME IS...?

CALL ME
MR. TIDY.

THE AGENCY
SAYS YOU'RE
EXPERIENCED.

YEAH, I'VE
CLEANED OUT
SOME OF THE
NICER HOMES
IN THIS AREA.

THE BEST THING
HERE IS TO LOAD
YOUR POSSESSIONS
INTO MY VAN AND
I'LL CLEAN 'EM
AT MY PLACE.

WILL THAT
COST ME
EXTRA?

DILBERT'S NEW CLEANING PERSON

WHY ARE YOU
LOADING OUR
POSSESSIONS
INTO YOUR VAN?

EASIER TO
VACUUM.



I MUST WARN YOU,
I'M A SKILLED
WATCH DOG!



I'M GOING TO
WATCH YOU
UNTIL YOU BEG
FOR MERCY!

I HATE
THIS.



DOGBERT, WHERE'S
ALL OF OUR
FURNITURE ?!!



YOUR NEW CLEANING
PERSON LOADED IT INTO
HIS VAN AND DROVE
AWAY... OH, AND HE
SAID TO TELL YOU HE
QUIT.



I THINK WE
NEED TO REVIEW
YOUR JOB
DESCRIPTION
AS WATCHDOG.



I GOT HIS
ADDRESS.

SEND MY
CHECK TO
1348 ONE
WALNUT TR



DOGBERT, WE MUST
BECOME VIGILANTES
AND PUNISH THE MAN
WHO ROBBED OUR HOUSE!!



IT'S NOT JUSTICE WE
SEEK, IT'S REVENGE !!!



WE MUST MAKE
HIM SUFFER.

TELL HIM ONE
OF YOUR STORIES
ABOUT WORK.



DILBERT THE VIGILANTE



WHEN I GET HOME
FROM WORK, WE'LL
TRACK DOWN THE
MAN WHO ROBBED
OUR HOUSE AND
MAKE HIM PAY !!

S. Adams



NO! IT'S THE ROBBER
AT MY DESK. HE'S
STEALING MY JOB
TOO!



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HE'S AN
IMPOSTOR.
LOOK AT
HIS HAIR!



WE THOUGHT YOU'D
BEEN IN A
STREET FIGHT
WITH VIDAL
SASSOON. .



Dilbert

By Scott Adams



NERDSTROM



HI, I'M LARRY,
AND I'LL BE YOUR
PERSONAL SHOP-
PING ASSISTANT.



I'LL START BY MEASURING
YOU, THEN I'LL DO YOUR
COLORS, THEN COMPILE
A BRIEF FAMILY HISTORY
FOR OUR RECORDS.



COMPLIMENTARY FOOD AND
BEVERAGES WILL BE SERVED,
AND A MASSEUSE IS ON
CALL.



I'M LOOKING FOR A
NEW PEN ... MAYBE
SOMETHING IN A DEC.



I RECOMMEND THE BLUE.
WE GUARANTEE IT FOR
LIFE.



YES, THIS WILL
DO NICELY.



WAS IT
EXPENSIVE?



FORTUNATELY, I
QUALIFIED FOR
THEIR INDENTURED
SERVANT PLAN.



DON'T WORRY. IF IT'S
TRUE THAT AN IMPOSTOR
IS TRYING TO STEAL YOUR
JOB, I'LL GET RID OF HIM
AT ONCE.



THERE HE IS!
AND HE DOESN'T
EVEN LOOK
LIKE ME!

I FINISHED
THE REPORT.



THERE'S
ONLY ROOM
FOR ONE
DILBERT!!

BUT THIS ONE
ACTUALLY
PRODUCED
SOMETHING...



I GOT FIRED.



THE CROOK WHO ROBBED
OUR HOUSE USED MY
COMPANY I.D. CARD TO
STEAL MY JOB TOO.



ALL I HAVE IS
YOU, MY FRIEND.

DOGBERT?



DON'T YOU HATE IT WHEN THEY SAY **CONTINUED**

HEY! AINT YOU THE
WORTHLESS WATCHDOG
FROM DAT DILBERT
GUYS HOUSE I
ROBBED?

GREETINGS

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I'D LIKE YOU TO
MEET DAWN AND
BOB WHO WILL
SAY A FEW WORDS
ABOUT HONESTY.

© Adams

...AND HONESTY MEANS
NEVER HAVING TO SAY
"PLEASE DON'T FLUSH
ME DOWN THE TOILET."

MAYBE DILBERT CAN
EXPLAIN TO THE
MARKETING PEOPLE
HOW THE SYSTEM
WORKS.

UH-OH.

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UH... SO THE ELECTRONS
ALTER THE DATA BITS...
AND THEN THEY GO TO
THE VIRTUAL ARRAY
WHERE THEY CONFLUGALIZE.

GOT IT?

HOW MANY OF
THOSE WORDS
DID YOU JUST
MAKE UP?

THEY'RE
ON TO ME.

I CANNOT ALLOW THIS
WITHDRAWAL...

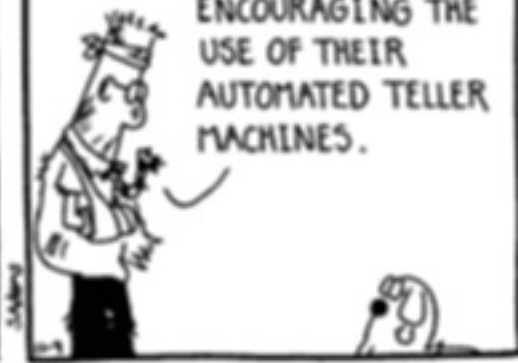


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UNLESS YOU DEFEAT
ME IN HAND TO
HAND COMBAT.



THEY SEEM PRETTY
SERIOUS ABOUT
ENCOURAGING THE
USE OF THEIR
AUTOMATED TELLER
MACHINES.



THIS YEAR WE SHOULD
VACATION WHERE THE
LEAVES TURN ORANGE
AND FALL OFF.



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LOS ANGELES
IN THE SUMMER?



NO... SOMEPLACE
WHERE THEY DON'T
SCREAM BEFORE
THEY DIE.

YOU CAN'T
HEAR THEM
OVER THE
TRAFFIC.



Dilbert

By Scott Adams



HEATHER, THERE'S SOMETHING I MUST TELL YOU.

STOP... STOP RIGHT THERE. I KNOW WHAT YOU'RE GOING TO SAY.

ALTHOUGH IT'S OUR FIRST DATE, YOU FIND YOURSELF VERY ATTRACTED TO ME.

YOU ARE STUNNED BY MY GRACE AND BEAUTY, AND YOU HOPE WE CAN BE MORE THAN FRIENDS.

LET ME SET YOU STRAIGHT, DILBERT: THIS IS A PITY DATE. MY STANDARDS ARE TOO HIGH FOR YOU.

ACTUALLY, I JUST WANTED TO TELL YOU THAT YOUR DRESS WAS TUCKED INTO THE BACK OF YOUR PANTY-HOSE ALL NIGHT.

HOW WAS YOUR DATE?

MAN, IT DOESN'T GET ANY BETTER THAN THAT!

I HAVE A BUSY DAY
AHEAD OF ME.



19.6

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GOT TO DO SOME
PILLOW-SITTING,
MAYBE EAT A
LITTLE.

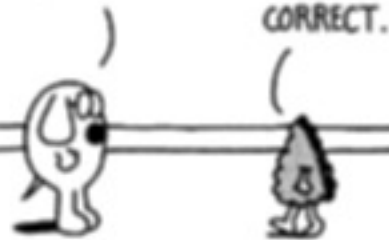


I'D BETTER PACE
MYSELF.



5.1/10

I KNOW YOU;
YOU'RE DILBERT'S
EGO.



CORRECT.

I DISOWNED HIM.
HE JUST WASN'T
FEEDING ME ENOUGH.



WHAT CAN A
LITTLE EGO DO
TO FEED ITSELF?



WHICH WAY
TO THE TOUPEE
STORE?

DOGBERT MEETS DILBERT'S EGO

YOU WANT
A TOUPEE ?



I FEEL OKAY
ABOUT MYSELF
EXCEPT FOR
BEING BALD.



I HATE TO TELL YOU, BUT
WITH OR WITHOUT HAIR
YOU STILL LOOK LIKE
BROCCOLI.



AT LEAST I WON'T
BE BALD BROCCOLI.



I'M DILBERT'S EGO.
I'D LIKE TO UPDATE
MY IMAGE WITH A
TOUPEE.



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I RECOMMEND THE
"ROY ORBISON" MODEL.
IT COMES WITH
SUNGLASSES.



NOW I WON'T HAVE
TO RELY SO HEAVILY
ON MY PERSONALITY.



NICE TOUPEE .

THANKS.

DELBERT'S
EGO ←

IT'S THE "ROY ORBISON"
MODEL. I AM NOW
READY TO HIT THE
DATING SCENE.

REALLY?
YOU DRIVE
A PORSCHE?

IT'S RED...
BUT ENOUGH
ABOUT ME.



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Dogbert

By Scott Adams



WHAT IDIOT INVENTED
THE CANISTER
VACUUM CLEANER?

I CAN ONLY DO
ABOUT A FOOT
AT A TIME...

THEN I HAVE TO
PUSH THIS THING
ANOTHER FOOT.

NOTICE THE TINY
WHEELS WHICH ARE
DESIGNED TO ROLL
ON ANY SURFACE
EXCEPT CARPET.

NOW I CAN'T
REACH THE
OUTLET.

THEN I GET HOPE-
LESSLY TANGLED
IN THE CORD AND
NOSE.

HI, DOGBERT. DID
I EVER TELL YOU
THAT MY GRAND-
FATHER INVENTED
THE CANISTER
VACUUM CLEANER?

COME
CLOSER.

THAT'S PROBABLY
WHY I NEVER
MENTIONED IT.

DILBERT CONFRONTS HIS OWN EGO

YOU CAN'T LEAVE
ME NOW...



NOBODY TELLS ME WHAT
TO DO! I AM PURE EGO
FORCE! HA HA HA
HA HA HA HA
HA HA HA HA !!



MAYBE YOU'D
LIKE TO DIS-
CUSS THAT
WITH MY
INSECURITIES.



DILBERT'S EGO
VS.
HIS INSECURITIES

EGO
↓
C'MON,
YOU
COWARD!!

YOU MAY BE
BIG, BUT
I'M GOING
TO POUND
YOU INTO
PUDDING!!

I'M GOING
TO FAINT.

I DON'T THINK THIS
WILL BE A CHILDREN'S
FABLE ANYTIME SOON.

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J. Adams



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DO YOU HAVE
CURED HAM?

RIGHT HERE.



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BOY, IF THAT'S
CURED, WHAT
DOES A SICK
ONE LOOK
LIKE ?!



J. Adams

I'VE ALWAYS FELT A
DUTY TO SHARE MY
GIFT OF MIRTH
WITH OTHERS.





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5. News © 1990 United Feature Syndicate, Inc.



Dilbert

By Scott Adams



CAN WE TALK?

DAWN AND I
WANT TO
HAVE AN EGG.

AND YOU
WANT MY
BLESSING?

WE WANT
INSTRUCTIONS.

MY "NATIONAL
GEOGRAPHICS"
STOP JUST
SHORT...

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J. Allen

WE WANT TO HAVE
AN EGG, BUT WE
DON'T KNOW HOW.



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JUST DO WHAT
COMES NATURALLY.



YOU MEAN... ROLL
IN JELLO WHILE
YODELING?



YOU'RE
DOOMED.



HELLO, IS THIS
THE LIBRARY
REFERENCE
DESK?



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I HAVE THIS ... ER...
FRIEND ... WHO WAS
WONDERING HOW
DINOSAURS HAVE
EGGS.



UH-HUH...

IT'S GROSS.



S. Adams

I THINK I'M GOING
TO HAVE AN EGG,
BOB.

I'M HAVING
UNUSUAL
CRAVINGS.

YES!!
I DID
IT!!

LIKE RIGHT NOW
I'M CRAVING YOU
WILL STOP TAKING
ALL THE CREDIT.

I'M NUMBER
ONE!!

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S. Adams

WE'RE GOING TO
HAVE AN EGG!!



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WHAT ARE YOU
HOPING IT WILL
BE?



10-16

3-Adams

SOMETHING ROUND
AND WHITE, ABOUT
YEA BIG.



WE SHOULD THINK
OF A NAME BEFORE
THE EGG ARRIVES.

HOW ABOUT
SHELLEY?

BOB, ARE YOU
AWARE THAT THE
EGG WILL BECOME
A BABY DINOSAUR?

WHAT?

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S. Adams

Dibbert

By Scott Adams



I MADE A NICE
AVACADO DIP
FOR US, DOGBERT.

I HATE AVOCADOS.

HOW DO YOU
KNOW, IF YOU
HAVEN'T TRIED
THEM?

HOW DO YOU KNOW YOU
DON'T LIKE CRAMPING
POTATO CHIPS UP YOUR
NOSE?

YOU'VE
NEVER
TRIED
THAT.

FAIR ENOUGH...
I CAN'T DISPUTE
YOUR LOGIC.

IF YOU TRY THE DIP,
I'LL CRAMP POTATO
CHIPS UP MY NOSE.

DEAL.

CRUNCH
OUCH
CRUNCH
OUCH

MMM...
GOOD.

ID FEELTH
ABOUT LIKE
I THOUGHT
ID WOULD.

I LIED. I'VE
LIKED AVO-
CADOS FOR
YEARS.

IT'S YOUR TURN
TO BABY-SIT THE
EGG, DOB.

I USED TO LOVE
IT WHEN MY
DAD TOSSED ME
IN THE AIR.

THIS DAD
STUFF IS
EASY.

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S. Adams

I'LL MAKE A ROOM FOR THE
BABY BY DIGGING A CAVERN
UNDER DILBERT'S CLOSET.

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WHERE WILL YOU
PUT ALL THE
DIRT?

OBVIOUSLY I'LL
HAVE TO DIG A
SECOND HOLE TO
HOLD ALL THE
DIRT.



OUR EGG IS
STARTING TO
HATCH !!

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C'MON EGG!
PUSH! YOU
CAN DO
IT BY YOUR-
SELF !!

KICK IT!
KICK IT!



SHOULD WE
HELP?

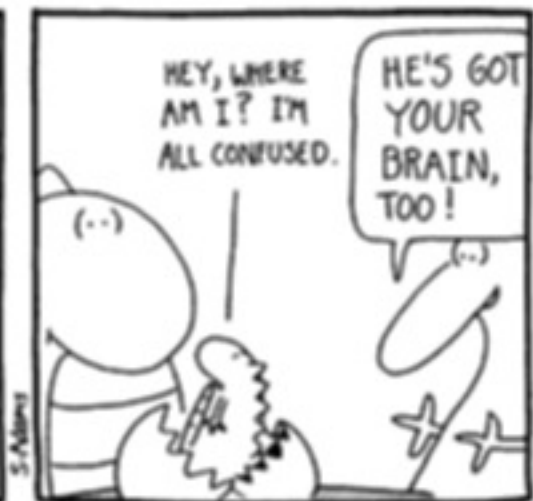
NO, IT'S AN
IMPORTANT
LESSON ON
LIFE.

SO FAR
IT STINKS

S. Adams



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CAN'T YOU CONTROL LITTLE
REX?! HE'S GOING WILD!



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REX, STOP GOING
WILD.

WHY?

BECAUSE I
SAY SO

SO?



I CAN'T REASON
WITH HIM.

S. Adams



Dilbert

By Scott Adams



WHY HAVE YOU COME
TO THE EMBASSY OF
THE NUTTY RADICAL
COUNTRY OF PINGO-
PONGO?

I WANT A JOB
AS A DEPLOMAT.

WHY?

I'M TRYING TO GET IN
ON THE "DIPLOMATIC
IMMUNITY" SCAM.

I WANT TO DRIVE CARS
OVER PEOPLE'S LAWNS...
I WANT TO FIRE AUTOMATIC
WEAPONS IN ANY DIRECTION!!!

HA HA HA HA HA !!
I WANT TO THROW
JELLO AT POLITICIANS!

HOW DO WE KNOW
WE COULD TRUST
YOU?

SIR! I AM INSULTED
BY YOUR QUESTION!



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5 Adams





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J. Adams

HEY, MISTER,
WHY ARE YOU
SO GLUM?



I'VE LOST FACE
AT MY JOB...



YOU'LL GET
OVER IT.

YOU DON'T UNDERSTAND...
I'M A PLASTIC SURGEON...
I ACTUALLY LOST SOMEBODY'S
FACE.



OUTRIP



YEAH, I ONCE BUILT
AN FM TRANSMITTER
FROM OLD TELEVISION
PARTS...



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THAT'S NOTHING... I
BUILT A BROADBAND
MULTIPLEXER FROM
TUNA CANS AND A
LAMP.



... MY FIRST ORBITING
SPACE STATION WAS MADE
ENTIRELY FROM OLD
SOCKS AND VASELINE.



J. Allen

CLUES FROM WOMEN'S HAIR

THIS WOMAN IS
SINGLE



THE SAME
WOMAN, NOW
MARRIED



MARRIED,
TWO KIDS



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S. Adams

Dinobird

By Scott Adams



I'M WRITING TO
PROTEST THE
OBSCENE LYRICS
IN OPERA.

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IT'S NOT
OBSCENE...
IT'S A
FOREIGN
LANGUAGE.

OH... I THOUGHT
I WAS JUST LIVING
A VERY SHELTERED
LIFE.

S. Adams

OPERA SHOULD
BE BANNED FROM
TELEVISION.



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IT MUST BE OBSCENE,
OR THEY WOULDN'T
HAVE TO SING IT
IN A FOREIGN
LANGUAGE.



AND WE CAN'T LET
CHILDREN THINK IT'S
OKAY TO DRESS LIKE
VIKINGS AND GO
AROUND HOLLERING.



WE GOT A COMPLAINT
LETTER FROM A
DOG, CHIEF.



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HE CLAIMS TO REPRESENT
FIFTY MILLION DOGS
WHO OPPOSE THE
"OBSCENE" LYRICS OF OUR
OPERA BROADCASTS.



OBSCENE? THEY
DON'T EVEN SING
REAL WORDS.

APPARENTLY IT'S
ITALIAN, SIR.



Dear Senator,
I demand a constitutional
amendment banning the
obscene and anti-American
lyrics in opera.

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WHAT MAKES YOU
THINK A SENATOR
WILL CARE ABOUT
AN ISSUE LIKE
THAT?

I THINK WE FOUND
ANOTHER ISSUE TO
KEEP US FROM
WORKING ON REAL
PROBLEMS.

OOH-OOH!

SENATOR NEWT AXXES' OFFICE

MISTER DOGBERT MAKES
A STRONG ARGUMENT FOR
BANNING OPERA.



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THE POLLS SHOW THAT
ALMOST NOBODY CARES
ABOUT THIS ISSUE ...
THERE'S VIRTUALLY NO
POLITICAL RISK IN
EMBRACING
IT!



SO I CAN
KEEP GETTING
ELECTED?

UNTIL THEY
SCRAPE YOUR
FESTERING
CORPSE OUT OF
THAT CHAIR!



...WHAT IF YOU
SUCCEED IN YOUR
CAMPAIGN TO
CENSOR OPERA?



BEFORE YOU KNOW IT,
SOMEBODY WILL TRY TO
CENSOR OTHER FORMS
OF ART.



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J. Allyn

Dilbert

By Scott Adams



WHAT DO YOU WANT FOR CHRISTMAS, DOGBERT?



THE USUAL: DOMINATION OF EARTH, HAPPINESS AT THE EXPENSE OF OTHERS, PERSONAL EGO GRATIFICATION.



AND YOU?



I WANT TO FEEL GREATER LOVE AND UNDERSTANDING FOR OTHER PEOPLE.



EVEN ODDIOUS AND CYNICAL PEOPLE?



AND PEOPLE WHO LAUGH AT YOU FOR BEING AN IDEALISTIC SIMPLETON?

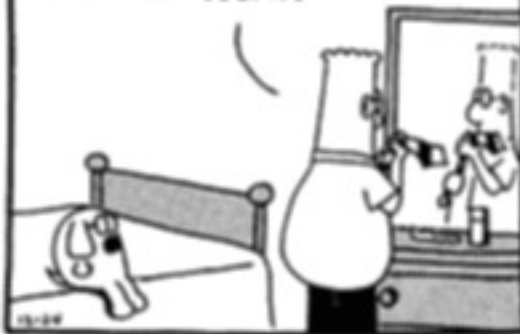


YEAH.



MERRY CHRISTMAS, DILBERT.

MY BOSS IS GIVING
ME MY ANNUAL
REVIEW TODAY.



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YOUR BIGGEST
ACCOMPLISHMENT
WAS THE INVENTION
OF AUTOMATIC
DENTURES?

THEY CAN
EAT WHILE
YOU'RE
ASLEEP.



J. Adams

THIS LONG PAUSE
COULD MEAN
ANYTHING.



THIS IS THE FIRST
LAB MODEL OF
AUTOMATIC DENTURES.



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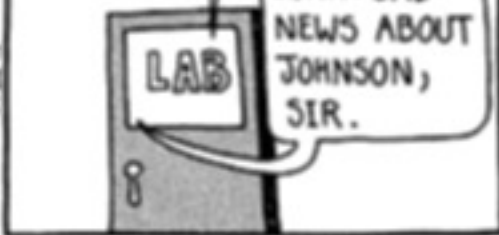
YOU CAN PROGRAM
THEM TO EAT A
MEAT LOAF FOR
YOU WHILE YOU
SLEEP ... QUITE
A LITTLE TIME
SAVER.



S. Allen

WEREN'T YOU
WORKING WITH
JOHNSON?

OOH... BAD
NEWS ABOUT
JOHNSON,
SIR.



ARE YOU TELLING ME
THAT YOUR AUTOMATIC
DENTURE INVENTION
MISTOOK JOHNSON
FOR A MEAT LOAF?



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YEAH... LAST APRIL.
I GUESS I SHOULD
HAVE TOLD SOMEBODY.



10-28

IS THERE A
FORM I NEED
TO FILL OUT?



J. Altmeyer

ARE YOU WIDOW
JOHNSON
UH, I MEAN
"MISSUS"
JOHNSON.



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I'M AFRAID YOUR HUSBAND
WAS DEVoured BY
THE AUTOMATIC DENTURE
INVENTION WE WERE
BUILDING.



5/1/90

SOME DAY WE'LL
LOOK BACK AT
THIS AND LAUGH.



WE'RE INVESTIGATING THE
DEATH OF YOUR LAB PARTNER.



IT WAS THE FINAL TEST OF THE
AUTOMATIC DENTURES...
WILLY WASN'T WEARING
HIS PROTECTIVE CORN-ON-
THE-COB JACKET...



DID YOU NOTICE
ANYTHING UNUSUAL?

NO, NOT
REALLY.



HOW WAS YOUR
BLIND DATE?



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SHE WORE TOO MUCH
MAKEUP ... AND I
HAD TO DO ALL THE
TALKING.



29-18

5 Adams

MAYBE SHE'S
A MIME.

THAT WOULD
EXPLAIN HER
INVISIBLE
DOG.



Dumbert

By Scott Adams



... A REVOLUTIONARY
FITNESS DISCOVERY!

MELT POUNDS
AWAY WITH THE
"ALPINE SKI
MACHINE."

NO EXERCISE
REQUIRED.

DEAL 1-800 ...

I CAN'T
IMAGINE HOW
THIS MELTS
AWAY THE
POUNDS.

UH-OH... I
CAN'T REACH
THE RELEASE.

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J. Adams

HAS YOUR ELECTRONIC
MAIL SYSTEM MADE
YOU MORE EFFICIENT?

IN A
WAY.

NOW I'M GETTING
IGNORED AT THE
SPEED OF LIGHT.

YOU CAN SEND ELECTRONIC
MAIL TO US THROUGH
THE PRODIGY® SYSTEM,
CARE OF SCOTT ADAMS,
ID NUMBER MWPG03A.

NOTE: THIS STRIP IS NOT AFFILI-
ATED WITH PRODIGY® IN ANY WAY.

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1/8-9/

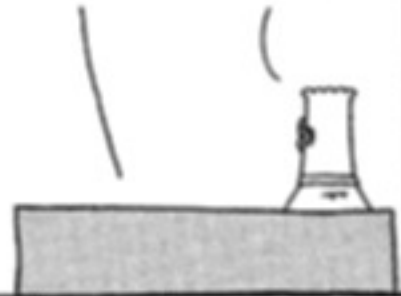
I WAS SO POOR THAT ALL
I COULD AFFORD TO EAT
WAS TWO-BEAN SALAD.



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SOUNDS
AWFUL...

IT WASN'T
THAT BAD...



...OF COURSE, I
ALWAYS SMOTHERED
IT WITH HUNDRED
ISLAND DRESSING.



WELL? WHAT
DO YOU THINK
OF MY BOOK
SO FAR?

IT REMINDS
ME OF "MOBY
DICK."



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BECAUSE OF MY CREATIVE
METAPHORS AND STRONG
IMAGERY?



NO, IT JUST
SEEMS TO ME THAT
A BIG WHALE
WOULDN'T SMELL
TOO GOOD, EITHER.



S. Adams

OUR TOWN HASN'T
HAD A MURDER
SINCE 1957.



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DEFINITION OF AN OPTIMIST

WE'RE SAFE
FOREVER.



DEFINITION OF A PESSIMIST

WE'RE
DUE.



GREAT GRANDAD DILBERT

I'LL CALL MY INVENTION
"SLICED BREAD."

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DOGBERTIO! LOOK
WHAT I'VE INVENTED!

SLICED
BREAD?

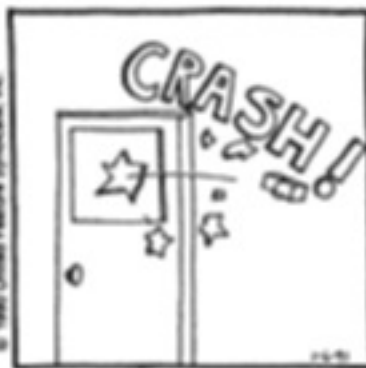
THIS IS THE GREATEST
THING SINCE ... UH...
SINCE ... UH ...

UNSLICED
BREAD?



Dilbert

By Scott Adams



I'M ALWAYS NERVOUS
ON BLIND DATES.

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HI, I'M JUDY!
YOU MUST BE
DILBERT.

HI...

HOW DO I
LOOK ?

UH...FETCHING.

THIS IS ABSOLUTELY
THE LAST BLIND
DATE.

...THEN I
REALIZED...

I'M A WOMAN TRAPPED
IN A DOG'S BODY...
SO, NOW I'M SAVING
FOR A SPECIES CHANGE
OPERATION.

IS IT
EXPENSIVE?

WELL, YOU CAN
IMAGINE THE
ELECTROLYSIS
COSTS ALONE...

TO BE HONEST, JUDY,
I WOULDN'T HAVE AGREED
TO THIS BLIND DATE...



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...IF I HAD KNOWN
YOU WERE A WOMAN
TRAPPED IN A DOG'S
BODY.



OH, RIGHT, AND THIS
IS THE PART WHERE YOU
SAY "LET'S BE FRIENDS,
BUT MAYBE I COULD
PET YOU SOMETIMES."



I GUESS A GOOD
NIGHT KISS IS
OUT OF THE
QUESTION.



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FETCH!



J. ALLEN

THAT ENDED
MORE GRACE-
FULLY THAN
MOST OF MY
DATES.



...AND IN THE
NEWS...

...BODY PARTS
WERE STREWN
FOR MILES...

SO CHECK
YOUR
SANDWICH.



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Dilbert

By Scott Adams



IT IS THE MOST
FEARED AND HATED
CREATURE ON EARTH

NOT A DINOSAUR

GRRRR



NOT A RABID DOG

RABID?



NOT DONALD TRUMP



IT IS THE "UGLY SINGLE MALE"



OTHER MALES FEAR BEING
ASSOCIATED WITH HIM

HI, GUYS!



WOMEN AVOID EYE CONTACT
AND FLEE IN HORROR

ANYBODY
FREE FOR
LUNCH?



ONLY A MAIDEN SACRIFICE
CAN END THE HORROR

WE DREW STRAWS;
I HAVE TO MARRY
YOU.



I'VE WRITTEN THE
ENTIRE ENCYCLOPAEDIA
BRITANNICA ON
THIS HAIR.



S. Adams

I'LL OPEN A MUSEUM
AND CHARGE PEOPLE
TO SEE IT.



1-14-91

IT'S KIND OF
HARD TO PROVE
YOU WROTE ALL
THAT ON A
HAIR.

I'LL SWEAR
ON THIS
BIBLE.



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THIS NEXT EXHIBIT
IS THE PRIDE OF
"DOGBERT'S MUSEUM
OF THE STRANGE
AND AMAZING."



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IT LOOKS LIKE A
LITTLE PIECE OF
CAULIFLOWER.

DAN QUAYLE'S
BRAIN



SORRY. WE SHOULD
HAVE STOPPED FOR
BREAKFAST...



WHAT AM I
GOING TO TELL
MARILYN?



"DOGBERT'S MUSEUM OF
THE STRANGE AND
AMAZING" IS THE ONLY
PLACE YOU CAN
FIND...



... A SHIRT WOVEN
ENTIRELY FROM A
SINGLE THREAD
OF TAZMANIAN
WOOGAT
SILK.



IT LOOKS LIKE THE
CHEAP POLYESTER
SHIRTS THAT I
WEAR.



IN THAT
CASE, THIS
IS THE
GIFT SHOP.



MY MUSEUM IS THE
ONLY PLACE YOU CAN
SEE THE REMAINS
OF D.B. COOPER.



COOPER HIJACKED A
JET, DEMANDED MONEY
AND A PARACHUTE,
THEN JUMPED.



HE LEARNED THAT YOU
SHOULD NEVER GET
YOUR PARACHUTES
FROM THE
SAME PEOPLE
YOU'RE
ROBBING.



THIS EXHIBIT IS THE
PRIDE OF "DOGBERT'S
MUSEUM OF THE
STRANGE AND
AMAZING."



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THIS IS AN ENGIN-
EER, DEEP IN
A COMPUTER-
INDUCED TRANCE
AND OBLIVIOUS
TO HIS ENVIRON-
MENT.



-S. Adams

YOU CAN BOP
HIM IN THE
BACK OF HIS
HEAD WITH
WHIFFLE BALLS
FOR TEN CENTS
A THROW.



GIMME A
DOLLAR'S
WORTH.



THIS AUTHENTIC
CHUNK OF THE
BERLIN WALL IS
THE LATEST
ACQUISITION OF
MY MUSEUM.



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HEY! YOU MUST THINK WE'RE
A COUPLE OF HILLBILLIES.
WE SAW A HOLE IN YOUR
SIDEWALK IN THAT EXACT
SHAPE.



OBVIOUSLY WE
HAD TO TRADE
A CHUNK OF
OUR SIDEWALK
TO BERLIN SO
WE COULD GET
THIS.

S. Adams

APOLOGIZE TO
THE DOG,
FLOSSIE.



Dinbert

By Scott Adams



I JOINED THE "SCIENTIST
ANTI-DEFAMATION
LEAGUE."

WHAT'S
THAT?



S. Adams

THEY FIGHT AGAINST THE
NEGATIVE STEREOTYPES
OF TECHNICAL PEOPLE
THAT ARE OFTEN POR-
TRAYED IN THE MEDIA.



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YOU BROKE MY
CONCENTRATION.



WELCOME TO THE "SCIENTIST
ANTI-DEFAMATION LEAGUE"
WEEKLY MEETING.



S. Adams

TONIGHT'S TOPIC IS THE
STEREOTYPE THAT WE
SCIENTISTS HAVE NO
SOCIAL LIVES...

BUT FIRST...



IS SATURDAY
NIGHT OKAY
FOR OUR NEXT
MEETING?

I'M FREE
NO PROBLEM
WIDE OPEN



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I'D LIKE TO START OUR
"SCIENTIST ANTI-DEFAMATION
LEAGUE" MEETING WITH
A FILM ABOUT STEREOTYPES.



3-Allen-9

DO WE HAVE A
VOLUNTEER TO RUN
THE PROJECTOR?



1-43



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AT THE "SCIENTIST ANTI-
DEFAMATION LEAGUE"
WE MUST DISPEL SOCIETY'S
NOTION THAT SCIENTISTS
ARE ALWAYS MALE.



S. Adams

UNFORTUNATELY, OUR
MEMBERSHIP IS TOTALLY
MALE BECAUSE ALL OF
YOU JOINED JUST TO
MEET WOMEN.

ANY
IDEAS?



MAYBE WE COULD MERGE
WITH THE "AEROBIC
INSTRUCTOR ANTI-
DEFAMATION LEAGUE."



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AT THE "SCIENTIST ANTI-
DEFAMATION LEAGUE"

THE BAKE SALE
FUND RAISER
IS THURSDAY.



AND LET'S NOT HAVE
A REPEAT OF LAST
YEAR'S FLASCO WHEN
IT GOT SO COMPETITIVE.



THURSDAY

PUT IT WITH
THE OTHER
VOLCANOES.



DID YOU NOTICE
THE INDIGENOUS
PEOPLE FLEEING
IN HORROR?



I'D LIKE TO RECOGNIZE
WILSON FOR WORKING
TWENTY-HOUR DAYS AND
MAKING THE PROJECT
A SUCCESS.



S. Adams

THANKS, BUT
I'M NOT WILSON.
HE QUIT MONTHS
AGO.



OH...

I'VE GOT TO STOP
CALLING THIS THE
EMPLOYEE RECOG-
NITION PROGRAM.



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Dilbert

By Scott Adams



DOGBERT, CAN I ASK YOU A QUESTION?

SURE, LITTLE REX.

WHAT'S THE DIFFERENCE BETWEEN GOOD AND EVIL?

WELL, EVIL IS ALL THE STUFF YOU WANT TO DO...

AND GOOD IS THE STUFF THAT OTHERS FORCE YOU TO DO.

MY DAD SAYS THAT GOOD IS WHAT YOU KNOW IN YOUR HEART.

HE SAYS EVIL IS A BAD GUT FEELING.

WELL, OF COURSE, YOUR DAD'S BRAIN IS SO TINY THAT HIS OTHER ORGANS HAVE TO PETCH IN LIKE THAT.

MAYBE I SHOULDN'T LEARN ABOUT LIFE FROM A GUY WHO COUNTS WITH HIS TOES.

AND THINKS WITH HIS GUTS.

JIFFY MED CENT



5 Above

DO YOU WANT SELF
SERVICE OR THE FULL
SERVICE?

UH...FULL



WHAT DOES
FULL SERVICE
INCLUDE?

WE SQUEEGEE
YOUR GLASSES
AND CHECK
UNDER YOUR
SHIRT.



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HERE AT THE "JIFFY
MED CENTER" WE DO
EVERYTHING TO KEEP
YOUR HEALTH COSTS
DOWN.



IN FACT, NONE OF US
HAS ANY MEDICAL
TRAINING, SO THEY
PAY US ALMOST NOTHING.



WHY DO
YOU DO
IT?



I LIKE PUTTING
THIS COLD THING
ON NAKED
PEOPLE.



COUGH.

CAWF

CAWF

SING "LIFE IS
A CABARET"
LIKE LIZA
MINNELI.

WHY?

I LEFT MY SONY
WALKMAN AT
HOME.

I'D LIKE TO TRY
A TREATMENT
WHICH MAY SEEM
UNCONVENTIONAL



OH HEAR ME, OMDAHR,
DEMON OF GAATH,
HEAL THIS MAN'S
ARM !!



HAS THAT
EVER
WORKED?



BEATS ME.
I'VE NEVER
TRIED IT
BEFORE.



YOU'RE
HEALTHY.
THAT'S FIFTY
DOLLARS.

YOU HAVEN'T
EVEN LOOKED
AT MY ARM!

WHO'S THE
DOCTOR
HERE?

APPARENTLY,
NEITHER OF
US.

RIGHT. SO IT'S
JUST YOUR WORD
AGAINST MINE.

DOGBERT, WHAT'S
THE CONGRESS?

THEY MAKE
LAWS, REX.

THEN WHAT
DOES THE
PRESIDENT
DO?

HE VETOS
THE LAWS.
IT'S CALLED
BALANCE OF
POWER.

I GUESS THEY
DON'T GET
PAID MUCH
FOR DOING
THAT.

HERE'S THE
CONFUSING
PART...

Dilbert

By Scott Adams



HOW TO GET FREE ENERGY

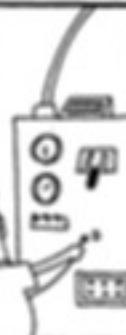
THE WORLD IS FULL
OF FREE ENERGY, IF
YOU KNOW WHERE
TO LOOK.



FOR EXAMPLE, THE PHONE
COMPANY SENDS EXTRA
ELECTRICITY TO MAKE
YOUR PHONE RING.



YOU CAN PLUG
YOUR PHONE
LINE INTO A
BIG RECHARGE-
ABLE BATTERY...



THEN GIVE SUCKERS
A REASON TO CALL.



FREE
PHONE?
CALL
800-555-1234

AND WHAT ABOUT
JUNK MAIL? ARE
YOU JUST THROWING
IT AWAY?



DID YOU KNOW
IT CAN BE BURNED
TO HEAT YOUR
HOUSE?



NEXT WEEK I'LL TELL YOU
HOW TO GET ELECTRICITY
FROM YOUR HOUSEGUESTS.



I'M WRITING TO
PRESIDENT BUSH'S
DOG.



YOU DON'T
MEAN ...



MILLIE,
THEIR
SPRINGER
SPANIEL.

S. Altman

WHO DID YOU
THINK I
MEANT?

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WHEN I CONQUER THE
EARTH... WILL IT
BE MORE EFFICIENT
TO PUT ALL HUMANS
IN PRISON...



...OR TRAIN THEM AS
DOMESTIC SERVANTS
FOR DOGS?



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4-5

IT'S AMAZING HOW
DOGS CAN SIT FOR
HOURS THINKING
ABSOLUTELY NOTHING.

S. Adams



SHEEP JOKES

MOM, HE'S
HERDING
ME!

HE MUST THINK
I'M A MUTTON
FOR PUNISHMENT!

IF WE RUN AWAY,
HE'LL HAVE SOME
SHEEPLESS NIGHTS.



I'M THINKING OF
QUITTING AND
BECOMING AN
ENTREPRENEUR.



S. Adams

I WANT TO EXPERIENCE
LIFE ON THE EDGE, FULL
OF RISK AND CHALLENGE
AND ADVENTURE!



THE COMPANY STOPS
PAYING YOU IF YOU
QUIT.



OH, THEN
NEVER MIND.



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I RECOMMEND A
TRIP TO "CLYDE
CANYON" FOR
YOUR VACATION.

FRANCE
SPAIN
BERMUDA



WHAT WOULD
I DO THERE?

YOU COULD
LOOK AT THE
SCENERY...
TAKE SOME
PICTURES.



CAN'T I JUST
LOOK AT THE
BROCHURE AND
STAY HOME?

YEAH,
THAT'S
WHAT I
DO.



I WAS THINKING
ABOUT GOING TO
"CLYDE CANYON" FOR
OUR VACATION.

WHAT IS IT?

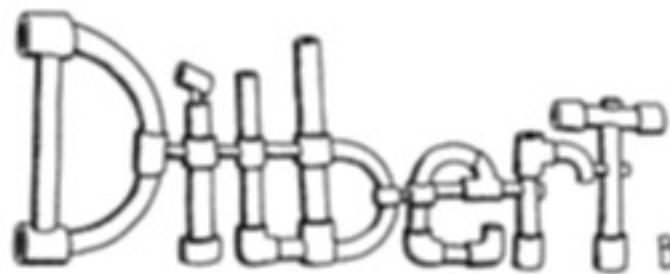
IT'S A BIG HOLE
IN THE GROUND.

WHAT DO YOU
DO THERE?

YOU LOOK AT IT.

AH, LIFE BE
MY WILD
MISTRESS.

THERE'S
SOME GUSTO
OUT THERE
WITH OUR
NAMES ON
IT.



By Scott Adams



WOMEN'S GUIDE TO AVOIDING DILBERT

WEAR STEREO HEADPHONES,
LOOK STRAIGHT AHEAD AND
OUTRUN HIM.



COMB YOUR HAIR OVER YOUR
FACE TO AVOID ACCIDENTAL
EYE CONTACT.



TRAVEL IN GROUPS AND MAKE
IT CLEAR YOU WILL DISSECT
ANY MAN.



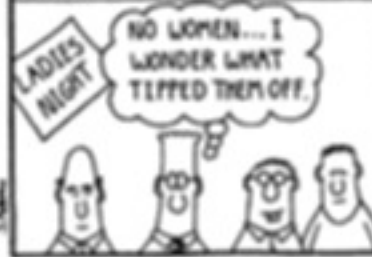
DRIVE TO AND FROM SECRET
DESTINATIONS IN FAST CARS



MENTION A BOYFRIEND IN
EVERY SENTENCE.



NEVER ATTEND A LADIES'
NIGHT ACTIVITY.



NEVER GIVE OUT YOUR REAL
PHONE NUMBER.



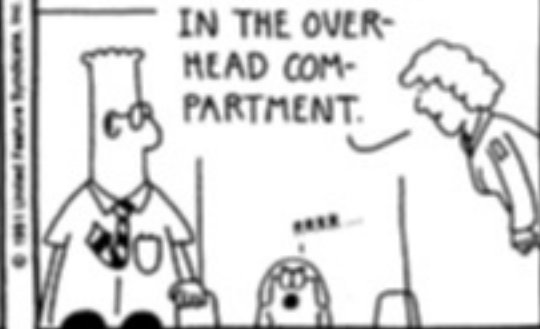
WE CAN SPEND THE FIRST
DAY AT CLYDE CANYON
HIKING AND EXPLORING...



ARE YOU STILL MAD ABOUT
THE FLIGHT ARRANGE-
MENTS?



SIR, YOU'LL HAVE
TO STORE YOUR
CARRY-ON LUGGAGE
IN THE OVER-
HEAD COM-
PARTMENT.



AH... A FULL WEEK OF
HIKING AND EXPLORING.



J. Adams



WE'RE GONNA BE
PRETTY TIRED OF
THIS PLACE BY THE
END OF THE WEEK.



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CLYDE CANYON LOOKED
A LOT BIGGER ON THE
TRAVEL BROCHURE.



I WONDER IF AN
OPTIMIST WOULD
SAY THIS CANYON
IS HALF FULL OR
HALF EMPTY?



HALF
BAKED.

WE CAN ESTAB-
LISH A BASE
CAMP OVER
HERE.

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I'LL ADMIT, I SHOULD HAVE
ASKED MORE QUESTIONS
BEFORE BOOKING OUR
VACATION TO CLYDE
CANYON.



S. Adams

BUT IT'S NOT AS IF
WE'RE JUST THROWING
OUR VACATION MONEY
INTO A ... A ...



8-19

HOLE IN
THE GROUND?

EXACTLY.



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AFTER ONE WEEK OF CAMPING

THIS VACATION TO
CLYDE CANYON HAS
BEEN A MAJOR
RIP-OFF.

I'M GLAD
IT'S OVER.



J. Adams

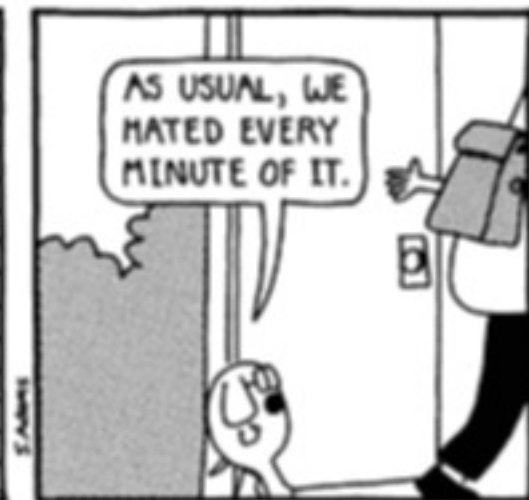
WHY ARE YOU TWO
IN THAT HOLE WHEN
BEAUTIFUL CLYDE
CANYON IS JUST
OVER THE RIDGE?



MAYBE WE SHOULDN'T
BOTHR GETTING OUR
PHOTOS DEVELOPED.



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Dumbert

By Scott Adams



UH-OH, WHAT'S THAT
LYING IN THE ROAD
UP THERE?

IT LOOKS LIKE A
SQUISHED ANIMAL,
OR MAYBE A BIRD.

I THINK IT
MOVED...
MAYBE IT'S
STILL ALIVE.

I DON'T WANT TO
LOOK ... IT COULD
BE DISGUSTING.

... CAN'T RESIST.
I HAVE TO LOOK
ANYWAY.

AAAGH!!
IT'S DISGUSTING!!

OH, WAIT... IT'S
JUST AN OLD SHOE.

WHAT'S THAT
LITTLE BLOB
UP AHEAD?!

I THINK
IT'S YOUR
BRAIN.

IT WORKS!! MY ANTI-
GRAVITY FORMULA
WORKS!!!

\\



IF I DRINK IT, I'LL
BE ABLE TO FLY! I'LL
BE FAMOUS. PEOPLE
WILL SHOWER ME WITH
PRAISE AND ADMIR-
ATION!!

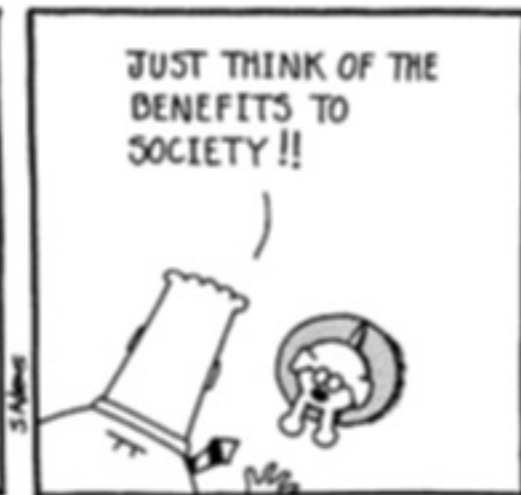


NOTICE
ANYTHING?



A PATHETIC
BID FOR
ATTENTION?





CBS NEWS? YES, I'D LIKE
TO CALL A PRESS CONFERENCE
TO ANNOUNCE MY ANTI-
GRAVITY DISCOVERY...



SCIENCE ISN'T NEWS?!
BUT YOU DID THAT
INVESTIGATIVE REPORT
ON SUNTAN LOTION
LAST YEAR...



NO, I DON'T
THINK I COULD
DO THE INTER-
VIEW IN A
STRING DIKINI.



HELLO, ABC NEWS?
I'VE DISCOVERED
AN ANTI-GRAV-
ITY FORMULA.



WHAT?! IT'S NOT
NEWSWORTHY?!

TELL HIM IT LETS
YOU LOSE WEIGHT
WITHOUT EXER-
CISING.



ISN'T THAT MISLEADING
AND UNETHICAL?



THERE'S A FINE
LINE BETWEEN
MARKETING
AND GRAND
THEFT.



DOGBERT WASN'T EVEN
IMPRESSED BY MY
ANTI-GRAVITY FORMULA.



J. Alton

UH-OH, I FEEL A
SNEEZE COMING...



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I GUESS WE
WON'T BE
GOING OUT
FOR BURRITOS
ANYTIME
SOON.



MY ANTI-GRAVITY FORMULA
SHOULD REALLY IMPRESS
THE GUYS AT WORK.



S. Adams

I BUILT A
BIRD HOUSE
THIS WEEK-
END.



I CONQUERED
GRAVITY.



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I TAUGHT
MYSELF TO
HUM.



Dilbert

By Scott Adams



TAKE US TO
YOUR LEADER...

WHAT KIND OF LEADER
DO YOU WANT...?
SPIRITUAL? ECONOMIC?
POLITICAL? MILITARY?

POLITICAL?

TRY IT.

OKAY, DO YOU WANT
A CITY, COUNTY,
STATE, FEDERAL OR
WORLD POLITICAL
LEADER?

WORLD...
DEFINITELY
WORLD.

MULTIPLE
CHOICE IS
SO EASY.

SORRY... TRICK
QUESTION. THERE
IS NO POLITICAL
LEADER OF THE
WORLD.

BUT OVER THAT HILL
IS A GROCERY STORE
THAT CLAIMS TO BE
THE PRICE LEADER.

THE STRANGEST THING
HAPPENED AT THE
GROCERY STORE...

IT'S BEEN A
STRANGE DAY.

DOGBERT, I SOLD THE
RIGHTS TO MY ANTI-
GRAVITY INVENTION.
I GET TO KEEP HALF
OF THE "NET."



2-25

I WONDER
WHAT "NET"
MEANS.



NET IS WHAT
YOU LAND IN
AFTER YOU
FIND OUT YOU
GET NO MONEY
AND JUMP
OFF A LEDGE.



WHAT IF
THERE IS
NO NET?



IT'S GROSS.



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I SOLD MY ANTI-
GRAVITY PATENT
TO A COMPANY
WHO WANTS TO
BRING THE
BENEFITS TO
THE WORLD.

TIRED OF SAGGING
SKIN?

BEFORE

AFTER

GET THE PATENTED
"DILBERT ANTI-
GRAVITY BEAUTY
FORMULA!"

YOU MUST
BE SO
PROUD.

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ONE OF THE GREAT
THINGS ABOUT BEING
A DOG IS THAT WE
CAN TAKE A NAP ANY
TIME WE WANT.



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SOMETIMES WE
DO IT BECAUSE
WE'RE TIRED.



2-27

S. Adams

BUT MOSTLY,
WE DO IT TO
MAKE YOU
HATE YOUR
LIFE.





S. Adams



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THE TINY NATION OF
ELBONIA HAS BEEN
RECLASSIFIED FROM
A THIRD-WORLD COUNTRY
TO A SECOND-WORLD
COUNTRY.

SECOND?

S. ALBINO

THAT MEANS THEY HAVE
PLENTY TO EAT, BUT
THEY DON'T LIKE IT.

ELBONIA

AIRLINE
FOOD,
AGAIN?!

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TEN A.M. ALREADY?

5/Adm43

GREAT... NOW I'VE
GOT ONE OF THOSE
HEADACHES FROM
OVERSLEEPING.

ONLY ONE
CURE...

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YOU CAN'T GET
TOO MUCH OF
A BAD THING.

7-4

Dumbert

By Scott Adams



AS YOU KNOW, WE'RE A SPONSOR FOR THE SWEDISH WOMEN'S SWIM TEAM...



THEY'RE IN TOWN FOR A WEEK, AND ALL OF THE HOTELS ARE BOOKED.



WOULD YOU MIND IF THEY STAYED AT YOUR HOUSE?



NATURALLY, WE WILL PAY ALL EXPENSES AND GIVE YOU THIS \$10,000 BONUS.



OH BOY, OH BOY, OH BOY.



YANK!



THE EMBARRASSING PART IS THAT IT CAME SO SOON AFTER THE SWEDISH WOMEN'S LUGE TEAM PRANK.



I'VE DECIDED TO
OPEN A VOCATIONAL
TRAINING SCHOOL.

FOR
WHOM?

SELF-SERVICE
GAS STATION
ATTENDANTS.

YOU MEAN, STUDENTS WILL
PAY YOU TO TEACH THEM
HOW TO SIT AND DO
NOTHING?

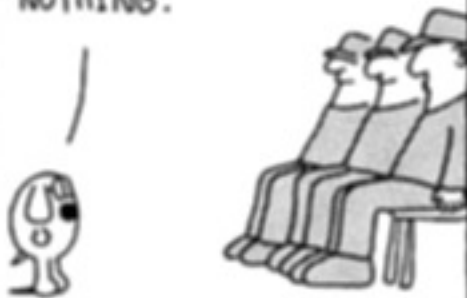
IT MAKES YOU
WONDER WHY
NOBODY IS
ALREADY DOING
IT.

WELCOME TO DOGBERT'S SCHOOL
FOR ASPIRING SELF-SERVICE
GAS STATION ATTENDANTS.



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I WILL TEACH YOU HOW
TO SIT IN A LITTLE
BUILDING AND DO
NOTHING.



S. Adams

THESE SAME SKILLS CAN
BE TRANSFERRED TO A
CAREER IN CONGRESS
OR FOTOMAT.



REALLY?
FOTOMAT?!

DOGBERT'S SCHOOL FOR
SELF-SERVICE GAS STATION
ATTENDANTS WILL NOT
BE EASY.

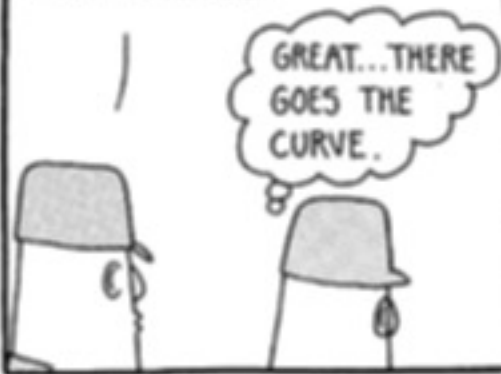


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PHILLIPS! WHAT WOULD
YOU DO IF A CUSTOMER
COULDN'T FIGURE OUT HOW
TO USE THE PUMPS?



NOTHING. IT'S
SELF-SERVICE.



GREAT...THERE
GOES THE
CURVE.

DAY ONE: DOGBERT'S SCHOOL
FOR SELF-SERVICE GAS
STATION ATTENDANTS

QUESTION.



DO SERVICE STATION
EMPLOYEES QUALIFY
FOR MILITARY BENEFITS?



I DON'T
THINK SO.

CAN WE FOOL
WOMEN WITH
THESE UNI-
FORMS?



SECOND DAY: DOGBERT'S
SCHOOL FOR SELF-SERVICE GAS
STATION ATTENDANTS

YOU MUST LEARN TO
RELAX...



S. Adams

I WANT YOU TO CLEAR
YOUR MINDS OF ALL
THOUGHTS...



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THAT WAS
TOO EASY.



I HEARD YOU CLOSED
YOUR SCHOOL FOR
SELF-SERVICE GAS
STATION ATTEND-
ANTS.

IT DIDN'T
WORK OUT.

I WAS TEACHING THE
SECTION ON REFOLDING
MAPS ... FRUSTRATIONS
WERE HIGH ... AT FIRST,
THE PAPER CUTS WERE
MINOR, BUT PANIC
SWEEPED THE ROOM.

WELL, HOW BAD
COULD...

THEY'RE ALL
DEAD...

Dilbert

By Scott Adams





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BZZZZZZPP...



3/10/91



THE SHREDDER
TRIED TO KILL
ME.



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FIRST, THE COFFEE MACHINE
BROKE, RENDERING ME
INATTENTIVE ...



WHAT ARE
YOU SUGGEST-
ING?

I DON'T THINK
THE SHREDDER
ACTED ALONE.



S. Adams

ON MY RECENT BUSINESS
TRIP TO JAPAN, I
LEARNED THAT JAPANESE
WORKERS DRESS AS THEIR
FAVORITE ANIMALS TO
BOOST PRODUCTIVITY.



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JAPAN

HA HA
HA HA HA

OOH-OOH... AND
REMEMBER THE
TIME WE TOLD
THEM WE ALL DO
CALISTHENICS?!



A NEW STUDY SHOWS
THAT SITTING ON A
PILLOW AND WATCHING
TELEVISION...

CAN LOWER YOUR
STANDARDS...

STAY TUNED FOR
AN ENCORE PRESEN-
TATION OF "CELEB-
RITY BURPING."

I GUESS IT
ALL WORKS
OUT.

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J. Allen

COLLISION
COURSE...

I HATE THIS ... WE'LL
BOTH VEER IN THE
SAME DIRECTION, THEN
THE OTHER. HE'LL SAY
SOMETHING STUPID, LIKE
"SHALL WE
DANCE?"

THIS METHOD
ISN'T MUCH
BETTER.

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S. Adams

I HAVE A REPORT
THAT YOU STAYED UP
LATE PLAYING WITH
YOUR COMPUTER...



INSTEAD OF
GOING TO SLEEP
LIKE YOU'RE
SUPPOSED TO.



I WASN'T
TIRED.



HE WAS
RESISTING
A REST.



Dilbert

By Scott Adams



ATTENTION, BEAVER TROOP! I AM DOGBERT, YOUR NEW LEADER.



MRS. PHILBININSKI, YOUR PREVIOUS TROOP LEADER, RAN OFF WITH THE MAILMAN.



I VOLUNTEERED TO LEAD THE TROOP...



...SO I COULD MOLD YOUR PUTTY-LIKE BRAINS INTO TOOLS TO SERVE MY PERSONAL AMBITION FOR WORLD CONQUEST.



YOU WILL BE MY ARMY OF OBEDIENT SERVANTS.



WE WILL MARCH TOGETHER TOWARD GREATNESS !!!



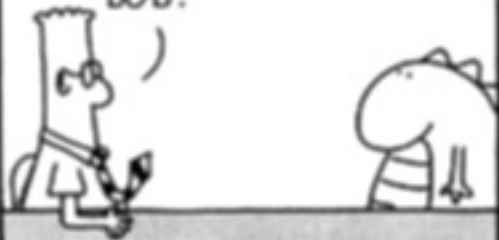
THERE'S NO MERIT BADGE FOR WORLD CONQUEST. WE ONLY WORK FOR MERIT BADGES.



MRS. PHILBININSKI RUINED THOSE KIDS.



SOMETIMES I WONDER
HOW A DINOSAUR
LIKE YOU CAN SURVIVE,
BOB.



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I MEAN, YOUR BRAIN
IS SO TINY... YOU
MUST GET EXHAUSTED
JUST TRYING TO THINK.

HOW DO
YOU DO
IT?



2-18

UH... THAT'S OKAY.
I DON'T REALLY
NEED AN ANSWER
TO THAT QUESTION.



S. Adams



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S. Adams





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S. Adams



I MISSED MY DOCTOR'S
APPOINTMENT. CAN I
RESCHEDULE IT?



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WHY DID YOU
MISS IT?



3-46

I WAS
SICK.



YEAH, LIKE
I HAVEN'T
HEARD THAT
ONE BEFORE.



S. Adams

I'M IN A BAD MOOD.
I'LL HAVE TO ANNOY
DILBERT AND SEE
IF IT MAKES ME
FEEL BETTER.



I JUST NOTICED
THAT YOUR EARS
DON'T MATCH FROM
THE BACK.



S. Adams

AHH...



GASP!



HI, DOGBERT.
HOW ARE YOU?



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HOW AM I? IS THIS MERELY
SHALLOW SOCIAL PULP, OR
DO YOU GENUINELY CARE
ABOUT ME AND MY FEEL-
INGS RIGHT AT THIS
MOMENT?



2-43

IT'S THE
PULP ONE.



I'M FINE.
HOW ARE
YOU?



S. Adams

Dibbert

By Scott Adams



NOTICE
ANYTHING
DIFFERENT?

YOU'RE HOLDING
YOUR ARMS OUT
LIKE THIS.

I'VE BEEN
LIFTING
WEIGHTS!

MY ARMS DO
THIS AUTO-
MATICALLY
BECAUSE OF
THE MUSCLES.

WHAT MUSCLES
WOULD MAKE
YOUR ARMS
STICK OUT?

OBVIOUSLY, IT'S SOME
SORT OF ARMPIT
MUSCLE.

I DON'T
KNOW THE
LATIN
NAME.

I'M GOING TO
KEEP AT IT
UNTIL I HAVE
HUGE ARMPITS
AND I HAVE
TO KEEP MY
ARMS STRAIGHT
UP ALL THE
TIME.

WHY ARE
YOU DOING
THIS?

I JUST WANT
TO LOOK GOOD

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NOSE PUPPIES!
GET YOUR NOSE
PUPPIES!



WHAT'S A
NOSE PUPPY?

IT'S A LITTLE
CERAMIC PUPPY
THAT FITS IN
YOUR NOSE.



"FIND A NEED
AND FILL IT,"
IS MY MOTTO.



I MAKE THEM MYSELF.
EACH ONE IS HAND-
PAINTED.



THEY WEREN'T SELLING
UNTIL I CAME UP WITH
THE CONCEPT OF STICK-
ING THEM UP PEOPLE'S
NOSES.



I'M NOT IN IT FOR
THE MONEY. I JUST
WANT TO LEAVE
THIS WORLD A
LITTLE BETTER THAN
I FOUND IT.



YO!
MUTT!!

I NEED AN EXCUSE
FOR NOT DOING MY
HOMEWORK. CHEW
ON THIS ASSIGNMENT
SHEET AND I'LL SAY
"A DOG ATE IT."

A DOG MADE
ME EAT IT.

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HI, WE'RE WITH THE
"WOMEN'S POWER
ORGANIZATION." DO
YOU HAVE A MOMENT?



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WHUMP

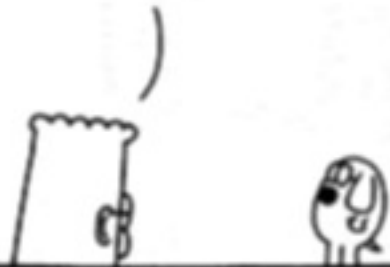


HOW MANY
ARE LEFT?

TWO BILLION.



MY BOSS GAVE ME
THE PINK SLIP
TODAY.



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YOU MUST FEEL
PRETTY BAD.



YEAH... PINK ISN'T
MY COLOR.



S. Adams

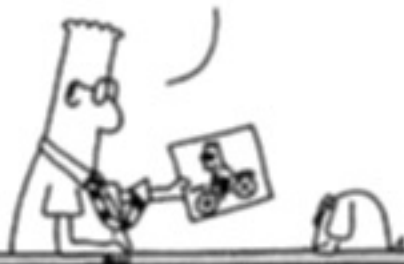
PEOPLE DON'T
REALIZE HOW
EASY IT IS TO
DRAW "THE
SIMPSONS."



3-30

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SEE, HE'S
RIDING A
BICYCLE.



YOUR BART IS
WORSE THAN
YOUR BIKE.



5-Album 3

Dilbert

By Scott Adams



I FEEL SO AWKWARD
AT THESE OFFICE
PARTIES.



I'VE ALREADY WALKED
BACK AND FORTH TO
THE HORS D'OEUVRES
SIX TIMES.



I'LL STAND CLOSE TO
THESE TWO AND HOPE
THEY INCLUDE ME.



IT'S NOT
WORKING.



I'LL HAVE TO FIND
SOMEBODY WHO
IS ALONE.



HYM... ALL THE
PEOPLE STANDING
ALONE LOOK LIKE
LOSERS.



I'LL JUST SAY
SOMETHING...
WHAT HAVE I
GOT TO LOSE?



I'M DILBERT.
WHAT DO YOU
DO FOR A
LIVING?

I'M YOUR
BOSS, IDIOT.



I BUILT THIS
ANDROID FROM
A KIT.



HE DOESN'T HAVE
A PERSONALITY,
BUT HE WILL
WALK AROUND
AND TALK.



WELL, I HOPE YOU
GUYS WILL AT
LEAST DRESS
DIFFERENTLY.



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Sullivan

MY ANDROID
WORKS!

HI. I AM
ANDY THE
ANDROID.

I AM DESIGNED TO
RAPIDLY ANALYZE
AND IMITATE HUMAN
BEHAVIOR.

THIS COULD
BE ANNOYING.

I KNOW YOU
ARE, BUT
WHAT AM
I?

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S. Adams

AS AN ANDROID,
I WILL LIVE FOR-
EVER. HA HA HA!

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J. Adams

I'M BORED.

ANDROIDS WANT
TO BE LIKE HUMANS.
TELL ME WHAT
HUMANS DO.



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MOSTLY, THEY EAT,
SLEEP, AND HOPE
THEY DON'T DIE.

THAT'S IT ?



UNLESS THEY FIND
RELIGION... THEN
THEY EAT, SLEEP,
AND LOOK FORWARD
TO DYING.



I HAVE PRACTICED
RELIGION FOR ONE
DAY AND NOT
ATTAINED FUL-
FILLMENT.



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THAT'S BECAUSE
YOU'RE AN ANDROID.
YOU HAVE NO SOUL.



4-5

WHAT IS A
LITTLE CREATURE
WITH NO SOUL
SUPPOSED TO DO?



WELL,
SONNY
BONO
MARRIED
CHER...



3-Adams

AS AN ANDROID, I WONDER
HOW HUMANS COPE WITH
THE ABSURDITY AND UTTER
FUTILITY OF THEIR MEAN-
INGLESS LIVES.

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S. Adams

WAS IT SOME-
THING I SAID?



Dilbert

By Scott Adams



THE SECRETS OF MEN

(A GUIDE FOR WOMEN)

WOMEN WONDER WHY MEN
SAY DUMB THINGS TO START
CONVERSATIONS.

ARE YOU
A MODEL?



WHY CAN'T MEN TAKE
A HINT?

NO, BUT MY
BOYFRIEND
IS A KILLER.



WHY ARE MEN SO THICK?

ARE YOU FREE
SATURDAY?



WHY ARE EXCUSES USELESS?

I HAVE TO
WASH MY
GOLDFISH.

HOW ABOUT
SUNDAY?



WHY DON'T MEN UNDERSTAND
THE WORD NO?

NO
NO
NO
NO
NO
NO
NO
NO

WHAT ARE
YOU TRYING
TO SAY?



MEN KNOW WHY THEY ACT
LIKE THAT:



... SOMETIMES IT WORKS.



I MADE A SUPER
HERO SUIT FOR
MYSELF.

WHY?

YOU NEVER KNOW WHEN
YOU MIGHT ACCIDENTALLY
ACQUIRE SUPER POWERS.
IT HAPPENS ALL THE TIME.

THIS WAY, MY IDENTITY
CAN REMAIN A SECRET.

I SUDDENLY SEE
WHY THAT'S SO
IMPORTANT.

I'M TIRED OF WAITING
FOR A FREAK ACCIDENT
TO BESTOW SUPER
POWERS UPON ME.



I'M GOING TO THE NUCLEAR
POWER PLANT TO WAIT
FOR AN INDUSTRIAL
ACCIDENT.



KEEP
OUT



I SHOULD BE
ACQUIRING
SUPER POWERS
ANY MOMENT
FROM THAT
RADIOACTIVE
BUG BITE.



I WISH I KNEW WHAT
KIND OF BUG BIT ME,
SO I'D KNOW WHAT
POWERS TO
EXPECT.



LET'S LOOK
IT UP.



"DUNG BEETLE."



BITTEN BY A RADIOACTIVE
DUNG BEETLE, DILBERT WAITS
TO SEE IF HE WILL ACQUIRE
ANY SUPER POWERS.



BUT WHAT KIND OF POWERS
COULD YOU GET FROM A BUG
WHO LIVES IN DUNG ?



FEEL ANYTHING
YET?

JUST A WICKED
URGE TO
ENTER
POLITICS.





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PHYSICS MADE EASY

TODAY'S LESSON
IS "TIME."



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IMAGINE A DONUT,
FIRED FROM A
CANNON AT THE SPEED
OF LIGHT WHILE
ROTATING.



S. Adams

TIME IS LIKE THAT,
EXCEPT WITHOUT
THE CANNON AND
THE DONUT.



Dumbert

By Scott Adams



DOGBERT'S GUIDE TO YOUR TAX DOLLARS



DID YOU EVER WONDER
HOW ALL THAT TAX
MONEY GETS SPENT?

ROLL
THE
TAPE.



INVENTING SECRET THINGS.

IT DOESN'T LOOK LIKE
MUCH, BUT IT'LL SPARK
LIKE CRAZY IF YOU SET
ON IT.



SENDING SECRET THINGS INTO SPACE.

MAYBE WE'D BETTER
CLASSIFY IT SECRET
AND SEND IT INTO
SPACE WITH THE OTHER
STUFF.



EDUCATION.

SEX WILL KILL YOU, FOOD
WILL KILL YOU, SMOKING
WILL KILL YOU, ALCOHOL
WILL KILL YOU, DRUGS
WILL KILL YOU...



ART GRANTS FOR THINGS YOU AREN'T OPEN-MINDED ENOUGH TO APPRECIATE.

I CALL IT
"THE BUG I
HATED."



ADVANCED HEALTH CARE.

YOU WERE RIGHT, DENSON.
X-RAYS AND MICROWAVES
ARE NOT THE
SAME THING.



PAYING CONGRESS.

OUR RAISES
CAME THROUGH!

I THINK I'LL
SEND MYSELF
A THANK-YOU
NOTE!

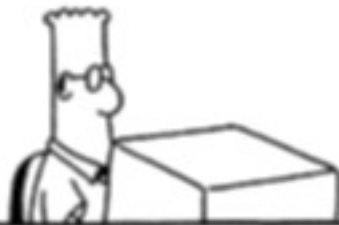


MY PROGRAM PREDICTS THAT
THE COST OF COLLEGE WILL
RISE TWENTY PERCENT A
YEAR...



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NOW, THROW IN THE
COST OF ORTHODONTIA
AND HAIRCUTS...



I CAN EITHER HAVE
A CHILD OR BUY
NORWAY...

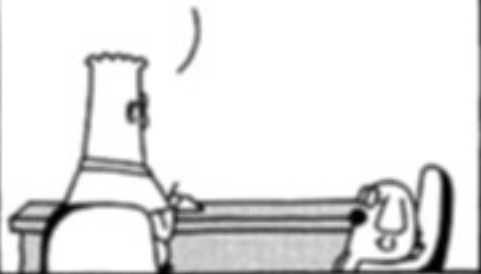


J. Adams

THE COST OF SENDING A
CHILD TO COLLEGE IS
RISING SO QUICKLY...

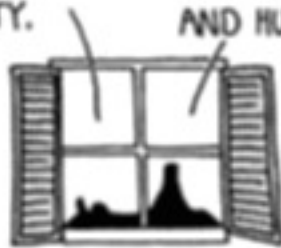


... WE NEED TO START
BUDGETING NOW, IN
CASE I EVER GET MARRIED
AND HAVE A KID.



I GUESS THAT'S
THE PRICE FOR
LIVING IN A
MODERN
SOCIETY.

IN THE MEAN-
TIME, WE'LL
HAVE TO LIVE
IN A CAVE
AND HUNT
BISON.





MY WIFE SEWS
ALL OF MY WORK
CLOTHES. SHE'S
THE TALENTED ONE
IN THE FAMILY.



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J. Adams

SHE HATES
YOU, DOESN'T
SHE ?

WHY DO
YOU ASK ?



I HATE THESE RESTROOM
SINKS WHERE YOU HAVE
TO KEEP HOLDING THE
KNOB OR IT SHUTS OFF.



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WHO WOULD
MAKE SUCH
A THING?



ACME SINK, INC.

REMEMBER OUR MOTTO:
"ONE HAND DOESN'T
WASH THE OTHER."



WHEN YOU'RE ALONE, YOU START
THINKING WEIRD THOUGHTS.

DO BUGS SWEAT?



THE LONGER YOU'RE ALONE,
THE WEIRDER IT GETS.

I CAN LEVITATE
THIS PEN WITH
MY MIND.



DON'T STAY ALONE TOO LONG.

HOW WOULD IT
FEEL IF I SHAVED
MY ENTIRE
BODY?

S. Adams



I KNOW IT'S ONLY
OUR FIRST DATE,
BUT WHAT DO YOU
THINK OF ME?



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YOU REMIND ME
OF ELVIS.



S. Adams

SEXY.

DEAD.



Dilbert

By Scott Adams



THIS CONCLUDES MY PROPOSAL
TO THE EXECUTIVE COMMITTEE.
ANY QUESTIONS?



NO, I THINK MOST
OF US WERE THINK-
ING ABOUT OTHER
THINGS.



BUT HERE'S MY
IMPRESSION OF WHAT
YOU LOOKED LIKE
GIVING THE PRE-
SENTATION.



FUH FUH
FUH FUH



NO, NO,
IT WAS
MORE
LIKE ...



FUH FUH
FUH FUH



HOW DID
YOUR PRE-
SENTATION
GO?

DON'T
ASK.



FUH FUH
DON'T ASK
FUH FUH
FUH FUH ...



GIGANTIC CIRCLES
CONTINUE TO APPEAR
IN BRITISH WHEAT
FIELDS.



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EXPERTS BELIEVE
THE CIRCLES ARE
A MESSAGE FROM
EXTRA-TERRESTRIALS...



S. Allen

THE MESSAGE HAS
BEEN DECIPHERED
AS "SURRENDER
OR THE WHEAT DIES."



WHAT DO YOU THINK
OF THOSE STRANGE
CIRCLES FOUND IN
BRITISH WHEAT
FIELDS?

OBVIOUSLY,
MESSAGES FROM
HIGHLY INTEL-
LIGENT
ALIENS.

IF THEY'RE SO
SMART, WHY
DO THEY HAVE
TO SEND
MESSAGES BY
STOMPING ON
WHEAT?

MAYBE THEY UNDER-
ESTIMATED OUR
INTELLIGENCE.

OR NOT.

I'M STANDING AT THE
WICKFORD WHEAT FIELDS
OUTSIDE OF LONDON, THE
SITE OF MYSTERIOUS GIANT
CIRCLES, POSSIBLY CAUSED
BY ALIENS.



HOW DO YOU
FIND THESE
CIRCLES OF
CRUSHED
WHEAT?



MY TEAM OF
EXPERTS STARTS
AT ONE POINT
AND SEARCHES
OUTWARD
UNTIL ...



GOOD LORD! ANOTHER
CIRCLE HAS FORMED
AROUND US!!



THEY HAVE DISCOVERED
OUR WHEAT FIELD
LANDING STRIPS...
WE MUST SCARE
THEM AWAY.



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FIRE!

ZZAP!

9-28

... AND DON'T GO
SNOOPING AROUND
STONEHENGE, EITHER.





I WAS ATTACKED
BY A UFO. THEY
WARNED ME NOT
TO TALK ABOUT
THE CIRCLES THEY
LEAVE IN WHEAT
FIELDS.



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S. Adams



THEN THEY SAID
"OR ELSE."



PAPER OR
PLASTIC
BAG ?



PAPER THAT CAN BE
RECYCLED ... OR AN EVIL,
SELFISH, SHORT-SIGHTED,
PLANET-DESTROYING,
STUPID PLASTIC BAG ?!!



PLASTIC .

GOOD. THAT'S
ALL WE HAVE.



Dilbert

By Scott Adams



ASK MY SECRETARY
TO SCHEDULE
A MEETING.



GROAN



UH... EXCUSE ME ... EXCUSE
ME ... MISS CERBERUS,
COULD A HUMBLE EMPLOYEE
HAVE THE HONOR OF YOUR
ATTENTION?



ARE YOU PREPARED TO
TAKE THE CHALLENGE
OF DEATH ?!!



DOES THIS
INVOLVE ANY
WINGED
MONKEYS ?

THE BOSS'S SECRETARY

YOU MUST PASS THE
CHALLENGE OF DEATH
BEFORE I PUT YOU ON
THE BOSS'S CALENDAR.



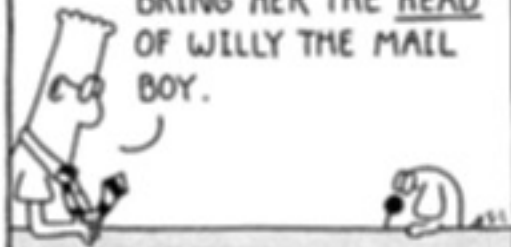
BRING ME THE
HEAD OF WILLY
THE MAIL BOY!!!



HEY, WILLY, WOULD
YOU LIKE TO SEE A
TRICK?



... SO, THEN MY BOSS'S
SECRETARY, MISS CERBERUS,
SAYS SHE WON'T PUT ME
ON THE CALENDAR UNLESS I
BRING HER THE HEAD
OF WILLY THE MAIL
BOY.



WHAT CHOICE
DID I HAVE ?



I WENT
BOWLING.



THERE'S A TERRIBLE
STIGMA TO BEING A
RAT...



S. Adams

I ONCE PAINTED A
POUCH ON MY STOMACH
AND TOLD PEOPLE I
WAS A TINY KANGA-
ROO



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THAT'S WHEN I
FOUND OUT THAT
PEOPLE HATE
TINY KANGAROOS.



I'VE DECIDED
TO REPLACE
YOUR DEPART-
MENT WITH
MACHINES.



YOUR JOB WILL
BE FILLED BY THIS
LITTLE BIRD THAT
BOBS HIS HEAD
UP AND DOWN.



... THEN I SAID
"HA! IT WOULD TAKE
AT LEAST THREE OF
THOSE BIRDS TO DO
MY JOB!"





S. Adams



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Dibbert

By Scott Adams



FIRST
DATE

HOW MUCH IS
THE HALF
CHICKEN?

NINETY-SIX
DOLLARS.

UH-OH... I CAN'T
AFFORD THIS PLACE..

MENU

HOW MUCH IS
ONE-EIGHTH
OF A CHICKEN?

NINETY-TWO
DOLLARS.

WHAT CAN I
GET FOR
THIRTY
BUCKS?

WE COULD SLAP
YOU WITH AN
OVEN MITTEN.

I CAN'T BELIEVE
WHAT A CHEAP-
SKATE YOU ARE.

MY MOTHER WAS RIGHT:
ALL MEN ARE INDENSEN-
SITIVE!

TWO OVEN
MITTENS.

SO, IT LOOKS
LIKE YOU'LL
BE FREE
LATER...



5-10-91



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I'VE ALWAYS
WONDERED WHY
YOUR TIE
CURLS UP LIKE
THAT.

MY THEORY IS THAT THE
TIE IS SIMPLY SHOWING
A NATURAL AVERSION
TO BEING NEAR
YOU.

HAVE YOU NOTICED
ANY OF YOUR OTHER
CLOTHES TRYING
TO FLEE?

I'M MISS-
ING A
SOCK...

RATBERT, I NEED YOUR
HELP TO SOLVE THE
MYSTERY OF DILBERT'S
NECKTIE.



GOSH, DOGBERT, MOST OF
MY WORK AT THE LAB
IS THE NON-ANALYTICAL
TYPE. SURE, I'VE EATEN
A FEW HUNDRED TIES,
BUT WHO HASN'T?



IT'S NOT YOUR
BRAIN POWER
THAT I NEED.

CAN WE SOLVE
THIS WITH MY
GOOD LOOKS
ALONE?



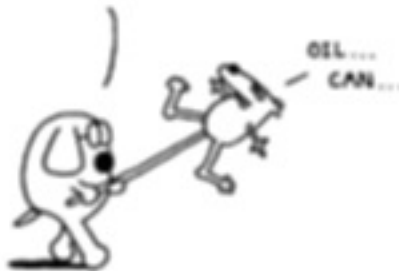
RATBERT, I WANT YOU TO
EAT ONE OF DILBERT'S TIES.
MAYBE IT WILL HELP SOLVE
THE MYSTERY OF WHY THEY
ALWAYS CURL UP.



MMM... DELICIOUS,
BUT STARCHY... ONE OF
THE MORE FULL-BODIED
ACCESSORIES I'VE
TASTED...



GEEZ... AND THAT
WAS ONLY THE
PLACEBO NECKTIE.



MISTER GARBAGE-
MAN, DO YOU
KNOW WHY
DILBERT'S NECK-
TIES CURL UP?



IT COULD BE A TANZANIAN
NECKTIE SNAKE IN ONE
OF ITS CLEVER DISGUISES.



THEY'LL STALK YOU
FOR YEARS, THEN
SUDDENLY—**ACK!!**



MAYBE I'LL NEVER
SOLVE THE MYSTERY
OF WHY DILBERT'S
NECKTIES CURL UP.



SOMETIMES, DOGBERT,
LIFE PRESENTS US WITH
MYSTERIES TO FUEL OUR
SENSE OF WONDER... IT
STIMULATES US TO REACH
BEYOND OURSELVES TO
SOMETHING
GREATER.



THIS ISN'T
ONE OF THOSE
TIMES, IS
IT?

APPARENTLY
NOT.



Dumbert

By Scott Adams



I SHOULD GO VISIT
MY OLD FRIEND,
DOGBERT.



I CAN GET THERE
IN FIVE DAYS
IF I HURRY.



LUCKY HE'S ONLY
A BLOCK AWAY.



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RATBERT! DOGBERT! I'VE
COME TO VISIT!



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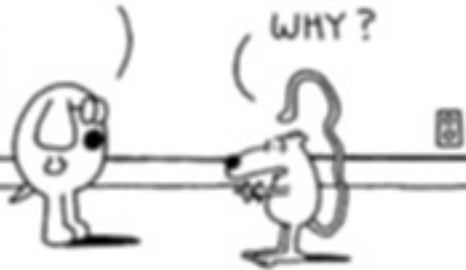
YOUR BODY LANGUAGE
SAYS YOU DON'T WANT
TO HUG ME. WHAT'S
WRONG? IS IT BECAUSE
I'M A RAT?



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WHAT HAVE
YOU BEEN
TESTING AT
THE LAB?

MADONNA'S
"COMPULSION"
PERFUME.
WHY?



ALL THIS WEEK I'VE BEEN
TESTING. MADONNA'S
"COMPULSION"
PERFUME AT THE LAB.



HECK NO ... UNLESS YOU
CONSIDER MARRYING
A BUNSEN BURNER A
"SIDE EFFECT."



SAY ... WHO'S THAT
CUTE LITTLE FILLY
ON THE TABLE ?!



AS LONG AS YOU'RE
HERE, RATBERT, I
COULD USE YOUR
HELP.



AT YOUR
SERVICE!



I'D LIKE YOU TO TEST
THE STUFF IN THE
FRIDGE AND SEE IF
IT'S DANGEROUS.



PUT A QUESTION
MARK BY KETCHUP.



I'LL GET US
SOME SODAS,
RATBERT.



3. Allard

FEEL FREE TO GNAW
ON SOME HIGH VOLT-
AGE WIRES, OR
WHATEVER RATS DO,
UNTIL I RETURN.

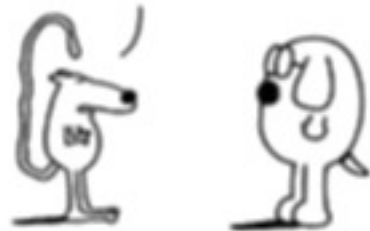


4/7

I DON'T KNOW WHY WE
DO THAT, BUT IT SURE
WORKS UP A THIRST.



I MUST GET BACK TO THE
LAB NOW. BUT PLEASE, NO
LONG GOODBYES, OR PART-
ING GIFTS, OR FANFARE.



NAY, LET US SIMPLY DRINK
IN THE RICHNESS OF THIS
BEAUTIFUL YET SORROWFUL
MOMENT. TWO FRIENDS



THAT'S WHAT I MEANT
TO SAY: "BYE."



Dilbert

By Scott Adams



DO YOU MIND
IF I GET A
TURTLE FOR A
PET?



THAT SOUNDS
CUTE. MAYBE
YOU CAN TEACH
IT TO DO TRICKS.



CAN YOU DO
ANY TRICKS?

I CAN ROLL
ON MY BACK
AND DIE.



BEFORE I CAN
CONSIDER YOU
AS MY PET TURTLE,
YOU MUST COMPLETE
THIS APPLICATION.



J. Adams

OKAY, IF THAT'S
YOUR POLICY...



"HOW LONG HAVE YOU
LIVED IN YOUR CURRENT
SHELL?"



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AAAGH!! MY
PET TURTLE
IS DEAD!!



J. Adams

I CAN'T BELIEVE
IT'S ALREADY
DEAD... I DIDN'T
EVEN HAVE A
NAME FOR IT!!



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HOW ABOUT
"MORTY"?



I CAN'T REMEMBER
THE RULES FOR SOL-
ITAIRE.



I'LL JUST PUT THE
CARDS IN RANDOM
PILES AND THEN
DECLARE MYSELF
THE WINNER.



THAT WAS
SURPRISINGLY
SATISFYING.



I DIDN'T KNOW
YOU COULD SEW.



S. Adams

I WATCHED MY MOTHER
DO IT WHEN I WAS A
KID. SHE TAUGHT
ME EVERYTHING.



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WE OFTEN FOUND MOM
SEWED TO THE SOFA.



Dogbert

By Scott Adams



WELCOME TO DOGBERT'S
"SCHOOL OF HARD
KNOCKS."

THIS IS THE SCHOOL
YOU'VE HEARD SO
MUCH ABOUT.

CHANCES ARE, ONE
OF YOUR PARENTS
IS A GRADUATE OF
THIS SCHOOL.

AT DOGBERT'S SCHOOL OF
HARD KNOCKS, YOU WILL
GAIN THE WISDOM THAT
CAN ONLY BE OBTAINED
THROUGH SUFFERING.

THROUGHOUT THE COURSE,
I'LL BE WHACKING YOU
WITH VARIOUS DUNT
OBJECTS.

IT MAY BE UNPLEASANT
AT FIRST, BUT YOU'LL
GET USED TO IT.

EVENTUALLY, YOUR BRAIN
WILL RATIONALIZE THE
WHOLE EXPERIENCE. YOU'LL
THINK I'M A DEDICATED
TEACHER, AND YOU'LL
ACTUALLY BELIEVE YOU
LEARNED SOMETHING.

STICK WITH THE
BASICS, I SAY.

HELP ME LOOK FOR
VALUABLE STAMPS.
YOU'RE BETTER AT
THIS THAN I AM.



J. Adams

PHILATELY WILL
GET YOU NOWHERE.



5-87

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I'M RICH! I
FOUND A RARE
STAMP THAT WAS
PRINTED UPSIDE
DOWN!



IT'S NOT PRINTED
UPSIDE DOWN --
YOU WERE HOLDING
IT UPSIDE
DOWN.



IT WAS WORTH
A SHOT.





YOU SHOULD
THINK ABOUT
WASHING
THE CAR
SOON.

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YOU'RE RIGHT... IT'S
JUST SO EASY TO
GET USED TO IT BEING
DIRTY.



1-49

BUT LATELY IT'S BEEN
AFFECTING MY GAS
MILEAGE.



5-Adams

THIS SONY
SNIFFMAN
MAKES A
NICE GIFT.



YOU CAN PLAY THE
SMELLS OF YOUR
FAVORITE STARS!



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TRY IT -
IT'S DONNY
OSMOND'S
GYM BAG.



IS IT "NEW
DONNY" OR
CLASSIC?



S. Adams

THIS IS MY NEW
OPTICAL DISK
PLAYER FOR THE
COMPUTER.

NOW I CAN INSTANTLY
ACCESS THE WORKS OF
SHAKESPEARE OR STUDY
THE HISTORY
OF GREECE!

HOW OFTEN DO
YOU NEED TO
DO THAT?

YOU JUST DON'T
UNDERSTAND
TECHNOLOGY, DO
YOU?

I'M JUST
A DOG.

THE DIFFERENCE
BETWEEN
MEN AND WOMEN
(WELL, ONE OF THEM)

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IT'S RAINING!!
LET'S GO FROLIC
IN THE RAIN!!



THIS'D BETTER
HAVE A HUGE
PAYOFF.

J. Adams



Dumbert

By Scott Adams



WHACK!
UGH...



ON TELEVISION YOU
CAN KNOCK A PERSON
OUT WITH ONE KARATE
CHOP.



JUST THINK HOW
USEFUL THAT COULD
BE IN REAL LIFE.



MALE DAYDREAM SEQUENCE

THIS
MOVIE
LINE IS
TOO
LONG.



CHOP!



HUNH!



AAEII!!



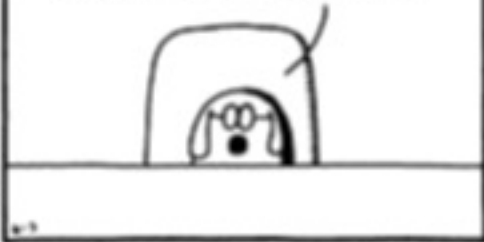
I'M GLAD
NOBODY ELSE
THOUGHT OF
THAT FIRST.



WHY SHOULD I HIRE
YOU AS MY BUSINESS
CONSULTANT?

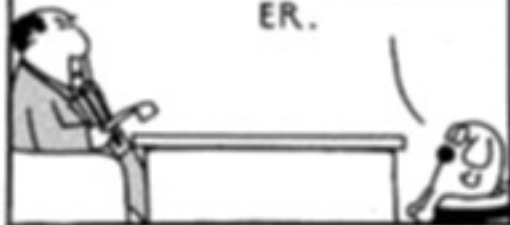


I HAVE CREDIBILITY
BECAUSE I DON'T WORK
FOR YOUR COMPANY.
NO SMART PERSON WOULD
WORK HERE FULL-TIME.



I WORK HERE
FULL-TIME.

SORRY. I'LL TRY
TO SPEAK SLOW-
ER.



MY FEE FOR
BUSINESS CON-
SULTING IS
\$200 AN HOUR.

FAIR
ENOUGH.



I'LL SPEND THE DAY
QUESTIONING YOUR
EMPLOYEES TO IDEN-
TIFY PROBLEM AREAS.



LATER

IT'S UNANIMOUS.
THEY'RE UNDER-
PAID AND ALL THE
PROBLEMS ARE
YOUR FAULT, "LARD
HEAD."



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DOGBERT IS A CONSULTANT

YOUR PROFITS
ARE PLUNGING.



THE PROBLEM WILL
NOT BE
EASY TO
SOLVE.

BRAINS

- ← Competitors
- ← Beavers
- ← You

SO, WHAT SHOULD WE
DO? CUT THE TRAINING
BUDGET AGAIN?

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DOGBERT IS A CONSULTANT

I HAVE AN UNORTHODOX
PLAN FOR IMPROVING
YOUR IMAGE IN THE
COMPANY.



J. Adams

SHOOT.



LUCKY GUESS.



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PALM
READING
\$20

YOUR LIFE LINE
IS VERY SHORT.



I CAN GET YOU A FEW
MORE YEARS BY EX-
TENDING THE LINE
WITH THIS GREASE
PENCIL.

5-11-68



SOMEDAY I SHOULD
GO BACK AND HAVE
HER LENGTHEN MY
INTELLIGENCE LINE
TOO.

I'D HURRY.



UP I HICC !



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UP I HICC !



UP I HICC !
UP I HICC !



Dilbert

By Scott Adams



WHAT ARE YOU WORKING ON?

I'M WRITING MY OWN ENCYCLOPEDIA TO SELL FOR LARGE PROFITS.

HOW COULD YOU WRITE AN ENTIRE ENCYCLOPEDIA BY YOURSELF?

IT'S ABRIDGED, I HAD TO CUT SOME CORNERS TO GET IT ALL IN FIVE PAGES.

FIVE PAGES?! YOU CONDENSED THE HISTORY AND KNOWLEDGE OF THE WORLD INTO FIVE PAGES?!!

ACTUALLY, IT'S MOSTLY ABOUT ME ... THE OTHER STUFF DIDN'T SEEM IMPORTANT.

BUT I THREW IN SOME STUFF ABOUT CANADA TO MAKE IT SEEM THOROUGH.

"CANADA HAS TREES."

I'LL HAVE TO TIGHTEN THAT SECTION A BIT.

STARTING TODAY, THE
COMPANY WILL BEGIN
RANDOM DRUG TESTING.



ALTHOUGH IT WOULD BE
ILLEGAL TO SEARCH YOUR
CAR OR HOME FOR
ILLEGAL DRUGS . . .



WE HAVE FOUND NO
ETHICAL PROBLEM
WITH SUCKING THE
BLOOD OUT OF YOUR
BODY.

RESULTS WILL
BE POSTED
IN THE
CAFETERIA.



WHY HAVE YOU
REFUSED TO SUB-
MIT TO OUR
EMPLOYEE DRUG
TESTING?



3. Action

IT'S A VIOLATION OF
MY PRIVACY AND AN
INSULT TO MY INTEGRITY.
I DEMAND TO BE JUDGED
ONLY ON MY PERFORMANCE.



BUT YOUR
PERFORMANCE
STINKS.

PERFORMANCE
AND ATTEND-
ANCE.



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DON'T YOU THINK
THE COMPANY'S
DRUG TESTING
POLICY IS A VIO-
LATION OF OUR
PRIVACY?

I DON'T
DO DRUGS.



JOHNSON, YOUR BLOOD TEST
RESULTS ARE IN. LOOKS
LIKE YOU LIVE ON CHEETOS
AND DIET PEPSI... YOUR
WIFE DOESN'T LOVE YOU...
AND WHOA... WHAT'S
THIS?



APPARENTLY, YOU LIKE TO
DRESS IN GRASS SKIRTS
AND MAKE FUN OF THE
LAWNMOWER.



IT'S AN ETHICAL DILEMMA...
I SUPPORT MY COMPANY'S
GOAL OF DISCOURAGING DRUG
USE, BUT THE RANDOM
DRUG TESTING POLICY
IS A VIOLATION OF
MY CONSTITUTIONAL
RIGHTS.



I'LL GET FIRED IF I REFUSE
THE TEST. WHAT IS THE
ETHICAL THING
TO DO?

HACK INTO THEIR
COMPUTER AND
CHANGE YOUR
BOSS'S TEST
RESULTS.

S. Adams



SOMETIMES THE
STRAIGHTEST PATH
IS THROUGH THE
MUD.

GOOD, RATION-
ALIZE IT WITH
AN OBTUSE
METAPHOR.



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I'M DISCONTINUING THE
EMPLOYEE DRUG TESTING
PROGRAM...



BECAUSE MY OWN TESTS
KEEP TURNING OUT POS-
ITIVE... WHICH MAKES ME
SUSPECT THAT SOME WISE-
GUY HAS TAMPERED WITH
THE MEDICAL
COMPUTER.



DENIAL AND
PARANOIA...
CLASSIC
SYMPTOMS.

IS HE
"HIGH"
RIGHT
NOW?



I'VE BEEN THINKING
ABOUT MY GOAL OF
BECOMING THE
SUPREME RULER OF
EARTH...



I KNOW EXACTLY HOW
YOU FEEL. I ONCE HAD
A GOAL OF GROWING A
MUSTACHE... BUT IT
WAS BEYOND MY GRASP.



I MEAN, FIGURATIVELY
BEYOND MY GRASP. I COULD
STILL REACH MY UPPER LIP,
YOU UNDERSTAND... BUT
THERE WAS NO REASON TO
TRY.



RIGHT, BUT
BACK TO
ME...

Dilbert

By Scott Adams



YOU SHOULD
HAVE SEEN
THAT FISH...



THAT'S NOTHING,
COMPARED TO THE
FISH I ...



HI, DILBERT.



HE WANTS TO HUG ME.
THAT'S STRANGE. OKAY,
I'M A NINETEIES GUY.



HI, BOSS.



NOW I'LL HAVE TO
HUG THIS GUY SO
IT DOESN'T SEEM
AWKWARD.



HI, IT'S A PLEASURE
TO MEET YOU.



I'M GLAD WE'VE
OUTGROWN THE
UPTIGHT EIGHTIES.



I THOUGHT IT WAS
BAD WHEN THEY
MADE US WORK IN
THOSE LITTLE
CUBICLES...



THEN THEY PUT
TWO PEOPLE IN
EACH CUBICLE...
BUT WE GOT USED
TO IT.



J. Adams

6-17

I GUESS WE'LL GET
USED TO VELCRO
STRIPS, TOO.



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I'VE SOLVED
AN ANCIENT
PUZZLE.



J. Altmeyer

I FIGURED OUT
HOW MANY ANGELS
CAN DANCE ON THE
HEAD OF A PIN!



6-18

I DON'T CARE WHAT
HE THINKS ... THE
ANSWER IS SIX.



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I'M STARTING MY
OWN TABLOID
NEWSPAPER, THE
"DOGBERT STAR."



ALL OF THE STORIES
WILL BE SENSATIONAL
LIES ABOUT ME...
THAT WAY I'LL SAVE
MONEY ON LAWSUITS.

3-Adams



"AN ANGRY DOGBERT
DENIED THAT HIS EGO
WAS SO BIG HE START-
ED A TABLOID DEVOTED
ENTIRELY TO HIMSELF."

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DOGBERT STARTS A TABLOID
NEWSPAPER DEVOTED TO
LIES ABOUT HIMSELF

WHERE DO YOU
GET YOUR IDEAS?



"DOGBERT'S IMPATIENCE
WITH FOOLS WAS LEGEND-
ARY. HE ONCE CHOKED A
MAN BY HIS NECKTIE FOR
ASKING STUPID QUESTIONS."



"IT HAPPENED ONE
DAY WHEN THE
FOOL WAS READING
OVER DOGBERT'S
SHOULDER AND
GOT TOO CLOSE."



IT'S GOING TO BE
ANOTHER YEAR OF
FLOGGING DEAD
HORSES.



J. Allen

BUT SOMEHOW WE'LL
MUDDLE THROUGH OUR
INTERNAL BUREAUCRACY,
GOUGE OUR CUSTOMERS,
AND KEEP GETTING OUR
TINY PAYCHECKS.



SIR, WILSON
TURNED INTO
A CLUMP OF
UNINSPIRED
SOD.



IT'S JUST
AS WELL;
HE HAD A
BAD ATTITUDE.

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YOU KNOW THAT GOOD
FEELING YOU GET WHEN
YOU FIRST PUT A
Q-TIP IN YOUR
EAR?

YEAH.

CAN I FREELY ENJOY
IT, OR IS IT A SIN?

I THINK
IT'S OKAY.

GOOD, BECAUSE I
USED A WHOLE
BOX YESTERDAY.

Dinbert

By Scott Adams



ADD ONE JAR OF SPAGHETTI SAUCE...



HMPH
GRRR
UNH



RRRRR

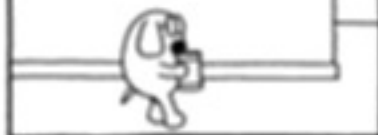
LET ME TRY
TO HUMIL-
IATE YOU
BY OPENING
IT EASILY.



THIS DEFINITELY
WOULD HAVE WORKED
IN "FAMILY CIRCUS."



I'LL SEE IF BOB
CAN OPEN IT.



NO PROBLEM
FOR A MIGHTY
DINOSAUR.



SMASH!



WELL YOU STOP
HUMMING
"MY WAY."



YOU'VE BEEN RANDOMLY
SELECTED TO HAVE
LUNCH WITH A SENIOR
EXECUTIVE OF THE
COMPANY.



THIS IS HOW THE
EXECUTIVES SHOW
THAT THEY ARE
REGULAR PEOPLE,
JUST LIKE YOU AND
ME.



AT LUNCH

I COULD SQUASH
YOU LIKE A BUG!
HA HA HA
HA HA HA!



DILBERT IS CHOSEN TO HAVE
LUNCH WITH AN EXECUTIVE.

I WANT YOU TO
KNOW THAT I'M
JUST A NORMAL
GUY...



J. Allen

OH, SURE, I MAKE
A LITTLE MORE MONEY,
AND I HAVE A NICE
OFFICE...



AND OF COURSE,
I'M MUCH, MUCH
SMARTER.



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LUNCH WITH A TOP EXECUTIVE

I HAVE THESE LUNCHES TO FIND OUT WHAT THE WORKERS ARE THINKING. YOU MAY SPEAK FREELY.



OKAY... IT SEEMS LIKE THE COMPANY IS LACKING LEADERSHIP AND DIRECTION. THE EXECUTIVES SQUELCH ALL INITIATIVE BY PUNISHING THOSE WHO TAKE RISKS AND VOICE OPINIONS.



YOU LEAVE ME LITTLE CHOICE BUT TO FLING THIS AU GRATIN POTATO AT YOUR FOREHEAD.



HOW WAS YOUR
LUNCH WITH THE
EXECUTIVE VICE
PRESIDENT?



EVERYTHING WAS FINE UNTIL
THE FOOD FIGHT. HE STARTED
THROWING AU GRATIN POTA-
TOES ... I COUNTERED WITH
AN EAR OF CORN TO
HIS HEAD AND RAN
FOR THE EXIT.



WHEN I LEFT, HE WAS
FACE-DOWN IN THE CLAM
CHOWDER AND THE KITCHEN
STAFF WAS SINGING
"DING-DONG THE WITCH
IS DEAD."



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YOU'RE UNDER ARREST FOR
KILLING A SENIOR EXEC-
UTIVE OF YOUR COMPANY
WITH AN EAR OF CORN.



IT...IT WAS SELF-DEFENSE!
HE STARTED THE FOOD
FIGHT! I HAD JUST
SEASONED MY CORN...
IT WAS IN MY HAND...
IT WAS JUST A
REFLEX!!

J. Adams



THE CHARGE IS
"A SALT AND
DUTTERING WITH
INTENT TO KILL"



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WHAT ARE YOU
IN FOR?



I KILLED A MAN
WITH AN EAR OF
CORN. BUT I WAS
PROVOKED.



HEY, LOOK! CORN
FOR LUNCH. CAN
YOU BELIEVE
THAT?



Dumbert

By Scott Adams



I'VE HIRED A CONSULTANT TO CLARIFY OUR COMPANY POLICY ON DISCRIMINATION.



IT IS AGAINST POLICY TO DISCRIMINATE BASED ON RACE, SEX, AGE, HANDICAP OR RELIGION

CONSULTANT



DOES THAT INCLUDE UNPOPULAR, LITTLE RELIGIONS?



NO, THOSE ARE CONSIDERED CULTS; YOU MAY DISCRIMINATE FREELY AGAINST THEM.



WHAT ABOUT SHORT, BALD, FAT, UGLY MEN? ARE THEY CONSIDERED "HANDICAPPED"?



TECHNICALLY, NO. YOU CAN STILL TEASE THEM AND DENY THEM PROMOTIONS AS USUAL.



LIKewise, YOU MAY DISCRIMINATE AGAINST NERDS, SMOKERS, AND SINGLE PEOPLE.



AND WE'VE DROPPED "STUPID PEOPLE" FROM THE WATCH LIST, AS THEIR LOBBYING EFFORTS PROVED INEFFECTIVE...



YOUR HONOR, MY
CLIENT HAS BEEN
ACCUSED OF SLAYING
AN EXECUTIVE OF
HIS COMPANY...



BUT THESE X-RAYS
PROVE THAT THE
DECEASED DIED
FROM CHOKING ON
A WAFFLE.



IT LOOKS LIKE YOU
DREW THESE X-RAYS
YOURSELF.



OH, I SUPPOSE
THERE'S A LAW
AGAINST THAT,
TOO!



THE TRIAL IS GOING
BADLY, SO I'M TRYING
TO MAKE A DEAL WITH
THE DISTRICT ATTORNEY.



HE OFFERED TO GIVE
ME A SONY WALKMAN
IF YOU WILL ACCEPT
THE DEATH PENALTY.



I THINK I CAN
GET A WALKMAN
FOR YOU, TOO.



DILBERT'S TRIAL

I CALL MY GARBAGE MAN TO THE STAND, BECAUSE HE KNOWS EVERYTHING.



ACCORDING TO THE IOWA CORN TREATY OF 1837, IT IS LEGAL TO KILL A MAN WITH AN EAR OF CORN UNDER TWO CONDITIONS ...



J. Adams



ONE: IF THE VICTIM IS A WITCH, OR TWO: IF HE OWNS A POODLE.

FOR MY NEXT WITNESS, I CALL "FIFI."



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DILBERT CELEBRATES HIS
VICTORY IN COURT.

YES!!

PUT ME
DOWN.

HA HA! I'M FREE!
NO MORE SIX-BY-
SIX PRISON CELL!

AAH... IT FEELS SO
GOOD TO HAVE MY
FREEDOM AND INDI-
VIDUALITY BACK.

I HAVEN'T BEEN ABLE TO
GET A JOB IN TWO YEARS.



IT'S BECAUSE EVERYBODY
KNOWS MY BROTHER IS
IN JAIL. PEOPLE THINK
I MUST BE DISHONEST TOO.



YOU SHOULD NOT JUDGE
A COOK BY ITS BROTHER.

HE PROBABLY
SAYS THE
SAME ABOUT
YOU.



THE MORE I WATCH
TELEVISION, THE MORE
I WONDER WHY I'M
NOT ALREADY SUPREME
RULER OF EARTH.



THOSE PEOPLE ARE IDIOTS.
THEY SHOULD ALL DRIVE
OVER HERE AND
PROCLAIM ME THEIR
KING.



THE SECRET TO HAPPY-
NESS IS HIGH EXPECT-
ATIONS AND YOUR
OWN BAG OF CHIPS.



Dilbert

By Scott Adams



DOG AEROBICS



3. Adams

ZZZZZ



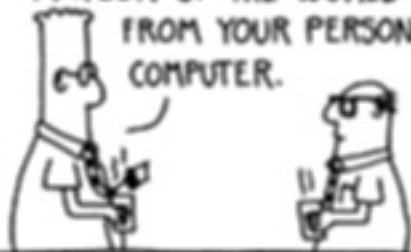
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...AND A
ONE ...



7.4

I JUST READ THAT IN A
FEW YEARS YOU WILL BE
ABLE TO ACCESS ALL OF
THE NEWS AND INFOR-
MATION OF THE WORLD
FROM YOUR PERSONAL
COMPUTER.



J. Adams

YOU PROBABLY SAW
THE SAME ARTICLE
IN TODAY'S PAPER.

I DON'T
READ A
PAPER.



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WHAT'S WRONG
WITH THIS
PICTURE?



FRED'S
DRIVING SCHOOL
"Learn to Drive in
Just Five Minutes."



HOW CAN YOU
TEACH DRIVING
IN JUST FIVE
MINUTES?



IT'S A CRASH
COURSE.



WHO WOULD WIN IF
A GIANT MOTH FOUGHT
A GIANT BUT MODEST
BEE IN AN ALL-WOOL
JUMPSUIT?

WAIT... WHO'S WEARING
THE JUMPSUIT -- THE
GIANT MOTH OR THE
GIANT BEE?

IS THIS JUST
HYPOTHETICAL?

THE BEE.

I CAN'T STOP PUTTING
WRITING TOOLS IN MY
SHIRT POCKET...



IT STARTED HARMLESSLY...
FIRST A PEN, THEN TWO.
NOW I'M AFRAID TO GO
ANYWHERE WITHOUT A
PEN AND PENCIL OF
EVERY COLOR.

J. Adams



DO YOU
HAVE THE
SECONDARY
COLORS?

THERE ARE
SECONDARY
COLORS ?!

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I BOUGHT SOME MUD
FLAPS WITH THE
SILHOUETTE OF A
NAKED WOMAN.



3-Adam3

WITH THESE ON MY CAR,
WOMEN WILL THINK
I'M A SEXIST NEANDER-
THAL, AND MEN WILL BE
EMBARRASSED TO
SHARE MY GENDER.



BUT NOW I'M HAVING
SECOND THOUGHTS.



THAT IMPLIES
YOU HAD FIRST
THOUGHTS.

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Dilbert

By Scott Adams



I'M GOING TO DISGUISE
MYSELF AS A CHIHUAHUA
FOR A WEEK.



THEN I'LL MAKE A
MOVIE ABOUT PREJU-
DICE AGAINST
CHIHUAHUAS !!



WHEN I WIN AN OSCAR,
I'LL TURN IT DOWN AND
SAY "THIS IS FOR MY
BROTHERS, THE PROUD
CHIHUAHUAS."



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3-1/2

7-15

GO
AWAY.

WHAT DO YOU THINK
OF MY CHIHUAHUA
DISGUISE?!



J. Altmann

IT'S A GOOD START,
RATBERT, BUT IT
TAKES MORE THAN
A TURTLENECK TO
LOOK LIKE A CHIHUAHUA.



HOW ABOUT IF I
MAKE THIS FACE
AND ACT NERVOUS?



PERFECT.

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YOUR CHIHUAHUA DISGUISE
IS GOOD, RATBERT. BUT
YOU MUST ALSO LEARN TO
THINK LIKE A CHIHUAHUA.



3-Allen's

TO THINK LIKE A
CHIHUAHUA, IMAGINE
THE SOUND OF ONE
HAND CLAPPING.



OUCH! I SPRAINED
MY BRAIN! YIP
YIP YIP YIP
YIP!!!



GOOD,
GOOD...



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Ratbert's Journal

Day one: I have disguised myself as a chihuahua so I can experience their lifestyle and make a movie.



I have already seen the senseless prejudice and brutality against an innocent chihuahua.



This morning I slapped myself with a rolled up newspaper for no apparent reason. It was strangely satisfying.



HEY, AREN'T YOU
ONE OF THOSE
CHIHUAHUA DOGS?

THE DISGUISE
IS WORKING.



UNLESS... MAYBE YOU'RE
JUST A RAT IN A
TURTLENECK SWEATER,
PRETENDING TO BE A
CHIHUAHUA.

THINK
FAST.



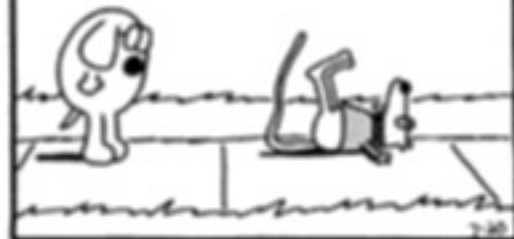
I DON'T HAVE
THE ATTENTION
SPAN TO THINK
ABOUT IT.



WHAT DID
HE MEAN BY
"JUST A RAT"?



RATBERT! WHAT
HAPPENED TO
YOU?



MY CHIHUAHUA DISGUISE
WORKED. I'VE BEEN
TAUNTED AND CHASED
ALL DAY BY BIGOTS WHO
HATE CHIHUAHUAS FOR
NO REASON.

S. Adams



THERE'S AN
IMPORTANT
LESSON IN
THIS.

WHAT?
CHIHUAHUAS
ARE EVIL?

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Dumbert

By Scott Adams



WOOOOOOOOOO

POLICE?

YOU MADE AN
ILLEGAL U-TURN.

YOU'RE GIVING ME
A TICKET FOR THAT?!
A MEASLY U-TURN?!

I CAN'T BELIEVE IT!
THE WORLD IS FULL OF
MURDERERS AND THUGS,
BUT YOU
STOP ME?

I'M WASTING MY
TAXES ON YOUR
SALARY!

AND FRANKLY, THOSE
MUSTACHES YOU GUYS
ALL GROW DON'T MAKE
YOU LOOK ANY SMART-
ER..

PLEASE STEP OUT OF
YOUR CAR FOR THE
SOBRIETY TEST.

...SO, IT TURNS OUT
THAT THE SOBRIETY
TEST INVOLVES
FLINGING YOURSELF
DOWN A MUDDY
EMBANKMENT.

I'VE DECIDED TO
ENTER THE STAND-UP
COMEDY COMPETITION
NEXT WEEK.

THE RULES SEEM PRETTY
STRAIGHTFORWARD...
FIVE MINUTES PER
PERSON... THE
FIRST MINUTE
IS FREESTYLE
COMEDY.

THE REMAINING TIME IS
FOR THE MANDATORY
CATEGORIES: DAN QUAYLE,
FLATULENCE, AND THE
WARNING LABELS ON
MATTRESSES.

WHAT MAKES YOU
THINK YOU CAN
WIN THE STAND-
UP COMEDY
COMPETITION?

IT'S JUST
A MATTER
OF WRITING
GOOD JOKES.

HERE'S ONE — "WHY DO
WOMEN GO TO THE REST-
ROOM IN PAIRS?"

WHY?

BECAUSE THEY'RE
STAPLED TO THE
CHICKEN! HEE-
HEE!

IT'S BEEN
NICE KNOW-
ING YOU.

DILBERT ENTERS A STAND-UP
COMEDY COMPETITION.

IS THIS YOUR
FIRST TIME?

YEAH.



I KNOW I'M SUPPOSED TO
BE YOUR COMPETITOR, BUT
I'LL SHARE MY TECHNIQUE
OF USING MENTAL IMAGERY
TO RELAX.

THANKS!



IMAGINE THAT YOU'RE
NAKED... AND THE
AUDIENCE IS FULL OF
MARY KAY SALES PEOPLE
WITH CAMCORDERS...



HOW DID YOU DO
IN THE STAND-UP
COMEDY COMPE-
TITION?



S. Adams

I WAS HALFWAY THROUGH
MY FIRST JOKE — ABOUT
OLD PEOPLE, WHEN AN
ELDERLY WOMAN
DRAGGED ME
OFF STAGE AND
SLAPPED THE
BEJEEZUS OUT
OF ME.



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... IT WAS GOOD
ENOUGH FOR THIRD
PLACE.



WILL YOU SIGN
MY PETITION?

WHAT'S
IT FOR,
BOB?

I DIDN'T HAVE ANY
COMPLAINTS, SO IT
JUST SAYS "D-UHH."

DEMOCRACY
IS A WONDER-
FUL THING.



J. Adams



7-47

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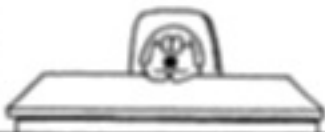


Dogbert

By Scott Adams



DOGBERT'S
FIND-A-FRIEND
SERVICE



I'D LIKE TO
FIND A FRIEND.

HAVE A
SEAT.

I NEED TO ASK A
FEW QUESTIONS, SO
I DON'T ACCIDENT-
ALLY MATCH YOU
WITH SOMEBODY WHO'S
TOO GOOD FOR YOU.

ONE: WHEN A FRIEND
DOESN'T RETURN A BORROWED
TOOL, DO YOU?

A: MAKE SARCASTIC
COMMENTS;
B: BUY A NEW TOOL;
C: SET A LETHAL TRAP.

C: SET A LETHAL TRAP.

LATER
I'M AFRAID YOU
HAVEN'T QUALIFIED FOR
A NORMAL FRIEND... I
COULD SET YOU UP WITH
SOMEBODY WHO'S NEW IN
TOWN, BUT IT WOULDN'T LAST.

THERE'S ONE OPTION...
TWO, IF YOU COUNT
GROWING SEA MONKEYS.

YES, I HATE SEA
MONKEYS TOO. WHO
ARE YOU?

I'VE DECIDED TO
BECOME A POP
PSYCHOLOGIST
AND LECTURER.



5. Adams

MY THEORY IS THAT
YOU CAN BLAME ALL
OF YOUR PROBLEMS
ON INVISIBLE PEOPLE.



7-89

THAT DOESN'T SOUND
HEALTHY.

DON'T BLAME
ME. TALK TO
JUAN AND
CINDY.



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I'VE DECIDED TO BECOME
A POP PSYCHOLOGIST. I
NEED YOUR HELP TO MAKE
MY LECTURE VIDEO.

YOU CAME TO THE RIGHT
PLACE, BABE. FIRST,
YOU NEED A NEW
LOOK.

NICE TRY, BUT FRANKLY,
THIS LOOK DIDN'T WORK
TOO WELL FOR MADONNA
EITHER.

5. Adkins

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WELCOME TO THE
DOGBERT LECTURE
SERIES ON GUILT.



IN THE NEXT HOUR,
YOU WILL LEARN HOW
TO COPE WITH GUILT
THE DOGBERT WAY.



AND IF YOU DON'T,
WELL, IT TURNS OUT
I GET PAID ANYWAY.



S. Adams

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YOU CAN FREE YOUR-
SELF FROM GUILT WITH
THE COPYRIGHTED
DOGBERT METHOD.



MY METHOD IS SO
SIMPLE THAT EVEN
STUPID PEOPLE CAN
DO IT.

J. ALLEN



DO WE HAVE ANY
STUPID PEOPLE
HERE TODAY?

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THE DOGBERT METHOD OF
ELIMINATING GUILT IS
QUITE SIMPLE.



J. Allen

ALL OF YOUR PROBLEMS
ARE CAUSED BY
INVISIBLE PEOPLE
NAMED JUAN AND
CINDY.



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ALL YOU HAVE TO
DO IS FIND THEM
AND KILL THEM.



I FEEL LIKE I'M
BEING JUDGED
BY EVERYBODY
I SEE.



5-Adams

WHY CAN'T PEOPLE
ACCEPT OTHER PEOPLE
AS THEY ARE, WITHOUT
JUDGING
THEM?



9-3

IT WAS A GOOD
SPEECH, BUT
IT LACKED
EMOTION.



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Dilbert

By Scott Adams



UH-OH... THAT GUY
IS COMING TO TALK
TO US.



I HATE THIS LONG
WALK ACROSS THE
ROOM.



YOU'RE THE UGLY
ONE, EDNA. YOU'LL
HAVE TO PROTECT
ME.



THEY SPOTTED ME.
THEY'RE PLANNING
A DEFENSE.



I'LL PUSH YOU BETWEEN
US. YOU START BABBLING
ABOUT YOUR CAT OR
SOMETHING.



I CAN'T DO IT. I'LL
VEER OFF AT THE
LAST MINUTE...



NOW, EDNA!



IT'S HARD TO
BE THE PRETTY
ONE.



I HAVE A
CAT NAMED
DOOTS.

WHEN'S THE
BABY DUE?

ANY MINUTE
NOW.



THIS COMPANY HAS NO
MATERNITY LEAVE
POLICY, SO I'M GOING
TO DELIVER BY THE
XEROX MACHINE AND
KEEP WORKING.



THAT DOESN'T
SEEM FAIR.

YEAH, ESPECIALLY
IF YOU NEED TO
MAKE COPIES.



ALICE, I NOTICED YOU
GAVE BIRTH BY THE
XEROX MACHINE THIS
MORNING...



WE DON'T HAVE A MATER-
NITY LEAVE POLICY HERE,
BUT IF YOU NEED SOME
TIME, I'M SURE WE CAN
FIND SOMEBODY LESS
FERTILE TO FILL YOUR JOB.

J. ALLEN



THANK YOU, SIR, BUT
I DON'T EXPECT ANY
SPECIAL TREATMENT.



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ALICE, I'VE BEEN THINKING...
SINCE YOUR BABY WAS BORN
IN THE OFFICE, HAVE YOU
CONSIDERED NAMING IT
AFTER YOUR BOSS?



AS A MATTER OF
FACT, I DID NAME
HIM AFTER YOU.



WANT SOME
MORE MILK,
"BUTT HEAD"?



I'M OBSESSED WITH
INVENTING A
PERPETUAL MOTION
DEVICE.



S. Adams

MOST SCIENTISTS THINK
IT'S IMPOSSIBLE, BUT
I HAVE SOMETHING
THEY DON'T.



A LOT OF
SPARE TIME?

EXACTLY.



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YEAH... I HAD A
TEMPERATURE OF
147° AND THEY
HAD TO REMOVE MY
INTERNAL ORGANS.



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WELL, THAT'S
NOTHING COM-
PARED TO MY
BOAT WITH
DUBONIC PLAGUE
LAST WEEK.



DID I EVER
TELL YOU ABOUT
THE TIME I
REPAIRED MY
OWN LAWN
MOWER?



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I HATE IT WHEN
MY DOG JUST
STARES AT ME.

IS HE PLOTTING? DOES
HE KNOW SOMETHING
I DON'T? WHAT IS IT?

DOGS DON'T LIKE TO
TALK ABOUT IT, BUT
THE INSTINCT TO LOOK
UP PEOPLE'S NOSES
IS VERY STRONG.

S. Adkins

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Dilbert

By Scott Adams



MOTORIST IN
DISTRESS UP
AHEAD.

CAN YOU HELP
ME, YOUNG
MAN?

HAVE NO FEAR,
I'M AN EN-
GINEER.

MMM... YES,
I SEE ... TRY
IT NOW.

NOTHING.

OKAY, TRY
IT NOW.

HEY, YOU'RE NOT
DOING ANYTHING
OUT FIDDLING AND
POKING AT THINGS!

IN FACT, THERE'S NOTHING
IN HERE THAT YOU COULD
CONCEIVABLY FIX WITH YOUR
DARE HANDS. MY GOD,
YOU MEN ARE
FRAUDS!!

IT'S LUCKY I'M OUT OF GAS;
YOU MIGHT HAVE CAUSED
AN EXPLOSION !!

I GOT A JOB
AS A USED
CAR SALES-
MAN.

DOES IT
PAY WELL?

I'M NOT IN IT FOR
THE MONEY. I JUST
ENJOY LYING TO
STRANGERS.

THIS ONE WAS OWNED
BY CARLOS THE DIAMOND
SMUGGLER. IT CORNERS
WELL, BUT THE GAS
MILEAGE IS BAD --
ALMOST AS IF IT
HAS WEIGHTS HIDDEN
IN THE DOOR PANELS.

DOGBERT THE CAR SALESMAN

I CAN LET
YOU HAVE
THIS ONE
FOR FIVE
THOUSAND.

THREE
THOUSAND.

NO, BUT I COULD
SELL THAT CAR
FOR FOUR THOUSAND.

THIRTY-FIVE
HUNDRED.

SOLD.

I GUESS YOU DON'T
GET A LOT OF
NEGOTIATORS
LIKE ME.

IT'S THE FIRST
TIME ANYBODY
BOUGHT THE
CAR THEY
CAME HERE IN.

DOGBERT THE USED CAR
SALESMAN

WILL THIS BE
YOUR FIRST CAR,
TIMMY?

YES, SIR...
I SAVED MY
MONEY FROM
MOWING
LAWNS.

LET'S SEE
HOW MUCH
YOU HAVE
AND THEN
I'LL PICK A
CAR FOR YOU.

DO YOU LIKE MOWING
LAWNS, TIMMY?

IT'S OKAY.

GOOD, BECAUSE
I DON'T RECOM-
MEND MED SCHOOL
FOR YOU.

DOGBERT THE USED CAR
SALESMAN

I ASKED THE BOSS
TO SELL IT AT
YOUR PRICE.



HE TOLD ME TO DRIVE
OVER YOUR FOOT
AND STEAL YOUR
PURSE.



BUT MAYBE I
CAN CONVINCE
HIM TO TAKE
YOUR FIRST-
BORN SON
INSTEAD.



HE IS
MY FIRST-
BORN
SON !!

DOGBERT THE USED CAR
SALESMAN.

HOW ABOUT
THIS ONE?



I DON'T WANT TO SPEND
MUCH. I'M ONLY GOING
TO TAKE IT APART AND
LEAVE IT ON THE LAWN.



I GOTTA BE ME.



I QUIT MY
JOB AS A
USED CAR
SALESMAN.

BECAUSE YOU
COULDN'T
KEEP
LYING?

NO, THE LYING
WAS GOOD. I
LIKED THAT
PART.

WAS IT
BECAUSE
CRIME
DOESN'T
PAY?

I MADE
\$400,000
THIS WEEK.
I'M RETIRED
NOW.

I DON'T THINK
THIS WILL EVER
BE A "READER'S
DIGEST" VERY
SPECIAL
STORY.

Dilbert

By Scott Adams



COME HELP ME
HOOK UP MY
NEW VCR,
DOGBERT.



YOU READ THE
INSTRUCTIONS
AND I'LL CONNECT
THE CABLES.



"CONNECT THE 300
OHM TWIN-LEAD
FLAT CABLE TO THE
75 OHM RF2 JACK."



"OR USE THE
OPTIONAL
75 OHM CO-
AXIAL CABLE
WITH THE
F TYPE
CONNECTOR."



GOOD LORD, I'M AN
ELECTRICAL ENGINEER
AND I DON'T UNDER-
STAND ANY OF THIS.



I'LL HAVE TO LIE TO
THE OTHER ENGINEERS
AND SAY I DON'T
WANT TO RECORD TV
SHOWS.



"NOW, STRIP NAKED,
COVER YOUR BODY
WITH MOTOR OIL
AND RUN THROUGH
TOWN YELLING
WALLA-WALLA-WALLA."



LET ME
SEE THAT.



"STEP SIX:
DO NOT
DOUBT THE
NICE DOG."



WELL, MR. DOGBERT, WHAT
COULD I DO TO CONVINCE
YOU TO PUT YOUR NEW
WEALTH IN OUR BANK?



STRETCH YOUR POLYESTER
PANTS OVER THE TOP
OF YOUR HEAD.



I HOPE MONEY
DOESN'T
CHANGE ME.



I LOVE BEING
RICH.



S. Adams

I'LL GIVE YOU
TEN THOUSAND
DOLLARS IF YOU
WALLOW IN
THAT MUD
PUDDLE.



I DON'T SEE HOW
RICH PEOPLE EVER
GET BORED.



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I'M RICH NOW,
BOB. WOULD
YOU LIKE A
JOB AS MY
FLUNKY?



WOW! ARE YOU KIDDING?
I'D BE HONORED! I'VE
ALWAYS ASPIRED TO BE
A FLUNKY!



I'LL START BY
TONGUE-WASHING
THE WINDOWS!

WHO SAYS
THE WORK
ETHIC IS
DEAD?





I LOST MY
FORTUNE IN
A HIGH-RISK
INVESTMENT.



JUNK BONDS?



CHECKING
ACCOUNT AT
"ETHEL'S SAVINGS
AND LOAN" !

I'M FROM THE GOVERNMENT. WE'RE REPAYING INSURED DEPOSITORS WHO LOST MONEY IN "ETHEL'S S+L."

WE'RE A LITTLE SHORT ON CASH OURSELVES, SO WE'RE DIVVYING UP THE ITEMS ETHEL BOUGHT.

I GOT A SENATOR.

NOW THAT YOU OWN A
SENATOR, WHAT ARE
YOU GOING TO DO WITH
HIM?



HE'LL APPRECIATE IN
VALUE WHEN A CLOSE
VOTE COMES UP IN THE
SENATE. THEN
I'LL SELL HIM TO
A POLITICAL
ACTION
COMMITTEE.



THIS IS STARTING TO
AFFECT MY BLIND FAITH
IN THE SYSTEM.

HE'S HUNGRY.
DO WE HAVE
ANY
WHISKEY?



Dilbert

By Scott Adams





I HAVEN'T SPOKEN
FOR THIS WHOLE
MEETING.

BLAH
BLAH

I'LL WAIT FOR A QUIET
SPACE AND CHIME IN
WITH SOMETHING THAT
MAKES ME LOOK SMART.

DOES ANYBODY HAVE ANY
UNPRODUCTIVE YET
INSIGHTFUL COMMENTS
TO SHOW HOW SMART
THEY ARE?

YO

I DISAGREE WITH
EVERYTHING YOU
SAID. WHO WANTS
TO STEP OUTSIDE
AND FIGHT ABOUT
IT ?!!



I MAY BE ON THE
SMALLISH SIDE BUT
I CAN KICK ANY
BUTT IN THIS ROOM!!



C'MON, WHO
WANTS A
PIECE OF
ME ???

IT'S MY FAULT.
I ACCIDENTALLY
USED HIM TO
SOAK UP A
COFFEE SPILL
THIS MORN-
ING.



HI, LES.

1

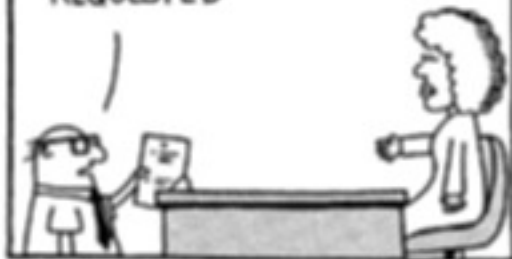
YOU SAY THAT
ALMOST
MOCKINGLY.

THE WAY YOU SAY IT,
MY NAME SOUNDS
LIKE "LESS." I'VE TOLD
YOU A MILLION TIMES
IT'S FRENCH —
PRONOUNCED "LEZ."

YOU SEEM A LITTLE
SHORT-TEMPERED.

HEY! THAT TIME
YOU DID IT
ON PURPOSE !!

I HOPE YOU'LL DATE
ME NOW, HELEN.
I BROUGHT MY
RESUMÉ AS YOU
REQUESTED



S. Adams

THERE'S A LITTLE FORMULA
I USE TO CALCULATE THE
RATIO OF YOUR EARNINGS
POTENTIAL TO YOUR HEIGHT
AND BALDNESS...



HMM... YOU PASS. OF
COURSE, I'LL STILL
DATE OTHER MEN
TOO.



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WE'VE ADDRESSED YOUR
CONCERN ABOUT THE
POTENTIAL SAFETY HAZARD
OF COMPUTER TERMINAL
RADIATION.



S. Adams



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AIR BAGS --
THEIR TIME
HAS COME.



Dilbert

By Scott Adams



HEY, THAT'S LISA. I DATED
HER LAST NIGHT!



LISA! WHAT
ARE YOU DOING
IN THIS
NEIGHBORHOOD?



WELL... ACTUALLY, I
DIDN'T KNOW HOW
TO TELL YOU TO STOP
CALLING ME...



... SO I CAME TO
THROW THIS BRICK
WITH A NOTE ON IT
THROUGH YOUR
WINDOW.



CRASH!

IT SEEMS
AWKWARD
NOW...



...IT WAS LIKE YOU
SUCKED THE OXYGEN OUT
OF THE ROOM... YOU RE-
MIND ME OF
FUNGUS...



... CONTINUED
ON BRICK TWO.



CRASH!

THAT'S IT!
SHE IS OFF
MY VALENTINE
LIST!!

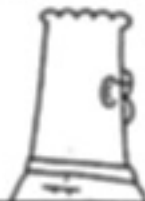


DILBERT, THIS IS YOUR
NEW CO-WORKER,
FLOYD REMORA.



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FLOYD HAS WORKED HERE
FOR TWENTY YEARS WITH-
OUT DEVELOPING ANY
SKILLS. HE SURVIVES BY
ATTACHING HIMSELF TO THE
BACKS OF OTHER EMPLOYEES.



© 1991

GO AHEAD...
ASK ME HOW
MY DAY WENT.



I SEE IT'S YOUR
TURN TO WORK
WITH FLOYD.

YEAH.



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HE LIVED ON MY BACK
FOR A YEAR, SHARING
MY SUCCESSSES WITHOUT
CONTRIBUTING.



I HAD HIM
LANCED.

DOES IT
LEAVE A
BIG HICKEY?



J. Adams

I DON'T MEAN TO SOUND
CRITICAL ON A FIRST DATE,
BUT THERE'S A LITTLE MAN
ATTACHED TO YOUR BACK.



THAT'S FLOYD. HE'S A
CO-WORKER WHO SURVIVES
BY SHARING THE SUCCESS
OF OTHERS.



WHAT IF
YOU'RE NOT
SUCCESSFUL?

HE'LL DIE.
BUT HEY,
NO PRESSURE.



WORRIED
TEENAGER

WHAT'S WRONG
WITH YOU?

WOOD... WHAT HAPPENS
IF WE CUT DOWN ALL THE
TREES?? WE'LL HAVE TO
DECLARE WAR ON NORWAY
AND TAKE THEIR WOOD!
I'LL BE DRAFTED!
I HATE
FLORDS.

PIMPLE
ATTACK!!

AAARGH!

I'VE READ THAT IT'S
EASY TO SCULPT AN
ELEPHANT...



YOU JUST START WITH
A CHUNK OF MARBLE
AND REMOVE EVERY-
THING THAT DOESN'T
LOOK LIKE AN ELEPHANT.



LATER

APPARENTLY, THIS CHUNK
OF MARBLE DIDN'T HAVE
AN ELEPHANT IN IT.

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I WANT TO DISPEL THE
MYTH THAT WE'RE
SEXIST IN OUR
TREATMENT OF
FEMALE ENGINEERS.

THE DIRECTORS HAVE
AGREED TO AWARD
BETTY THE TITLE OF
COMPANY "FELLOW."

FELLOW?

YOU'LL STILL USE
THE WOMEN'S
REST ROOM OF
COURSE.

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5-10-81

Dilbert

By Scott Adams



HOW DO WE
KNOW THAT
THE NEWS
ISN'T FAKED
IN HOLLYWOOD?

WHY IS THERE EXACTLY
THIRTY MINUTES OF
WORLD NEWS EVERY
NIGHT? AND WHY DON'T
MAJOR STORIES EVER
HAPPEN ON WEEKENDS?

AND I'M SURE
I SEE A STRING
ATTACHED TO
THE SPACE
SHUTTLE.

WORSE YET,
IT'S A
RERUN.



THERE'S A DOG
HERE TO SEE
YOU, SIR. HE
MAY BE ON TO
OUR OPERATION.

George
Lucas

YES?

I CAME TO FIND
OUT IF THE NEWS
ON TELEVISION
IS ALL FAKED
BY YOUR SPECIAL
EFFECTS COMPANY.

ACTUALLY, WE DON'T
DO ALL OF THE NEWS
HERE. WE HAD TO
SUB-CONTRACT THE
DAN QUAYLE STUFF
TO THE MUPPETS.

I KNEW
THAT.

GEORGE
LUCAS

MY FIRST FILM
WAS THE 1969
MOON LANDING.

THE SPACEMEN
WERE ACTUALLY
BARBIE DOLLS
WRAPPED IN
ALUMINUM FOIL.

HELP! KEN!
HELP! I'M
OUT OF AIR!
HA HA HA
HA HA HA!!

I GUESS YOU
HAD HELP
WITH THE
WRITING.

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THIS MAGAZINE IS
THE ONLY WAY WE
CAN LEARN ABOUT
PRIMITIVE
CULTURES.



HOW DO THEY
LEARN ABOUT
US?



HERE'S A PYGMY
READING "THE
NEW YORKER."





Dilbert

By Scott Adams



DOGBERT, THIS
IS MY NEW
CO-WORKER,
JOHN SMITH.



I INVITED HIM
OVER TO WATCH
TELEVISION. HE
DOESN'T HAVE
CABLE YET.



NEXT ON
'AMERICA'S
MOST
WANTED.'



THIS MAN GAVE
'WEDGIES' TO AN
ENTIRE TOWN, ONE
PERSON AT A TIME.

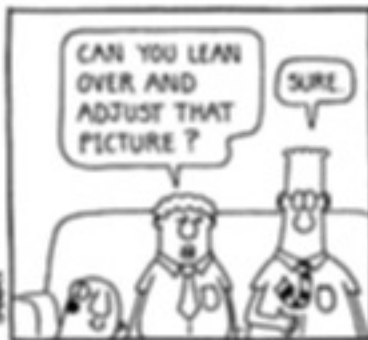


THE VICTIMS WERE
WEDGIED IN THEIR
OWN HOMES, USUALLY
WHILE WATCHING
THIS SHOW.



CAN YOU LEAN
OVER AND
ADJUST THAT
PICTURE?

SURE.



THEY DON'T EVEN
EXPLAIN WHAT
A WEDGIE IS.



THIS IS EXACTLY
WHY I DON'T
INVITE PEOPLE
OVER MORE
OFTEN.



I'M IN SUCH A BAD MOOD. I'VE GOT TO TRIP AN UGLY STRANGER. THAT WILL CHEER ME UP.



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HUHN!



J. Adams

THAT'S A TECHNIQUE YOU WON'T FIND IN ANY SELF-HELP BOOK.



DILBERT, PUT TOGETHER
A PRESENTATION FOR
THE BIG BOSS'S STAFF
MEETING.



ON WHAT
TOPIC?



I HEAR THE
BIG BOSS WAS
A GEOMETRY
MAJOR, SO
LET'S WORK
THAT IN
SOMEHOW.



CAN YOU DO AN HOUR
ON THE MANY USES OF
RECTANGLES?



I'M PUTTING TOGETHER
A PRESENTATION FOR
THE BIG BOSS'S STAFF
MEETING. WE HEAR HE
LIKES GEOMETRY.



"RECTANGLES:
THE MISUNDERSTOOD
PARALLELOGRAMS"



IT'S BOUND
TO SPARK
CONTROVERSY.

WE BELIEVE
IN OPEN
COMMUNICA-
TION.



WHAT'S YOUR
PRESENTATION
GOING TO BE
ABOUT?

RECTANGLES.
WE HEARD
THE BOSS
WAS A
GEOMETRY
MAJOR.

GOOD THINKING.
BUT I HEARD HE
WAS A GEOGRAPHY
MAJOR, NOT
GEOMETRY.

WYOMING: ONE
OF THE MANY
RECTANGULAR
STATES.

WE'RE MAKING A
COMPANY COMMER-
CIAL. MEMORIZE
THESE LINES.



"I'M WALLY! I WAS
SPECIALLY BRED TO
SERVE YOU AND TAKE
ABUSE, O MAGNIFI-
CENT CUSTOMER."

S. Adams



IT SOUNDS
A LITTLE
UNNATURAL.

"I'M RAQUEL.
I'LL BE YOUR
LOVE PUPPET
IF YOU BUY
FROM US."

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IT'S NOT EASY TO BE
A PROFESSIONAL
BODY BUILDER.



S. Adams

AT PARTIES, PEOPLE ASK
WHAT I DO. I HAVE TO
SAY "I LIFT HEAVY
THINGS, THEN I PUT THEM
DOWN." IT MAKES ME
SOUND
DUMB.



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HOW'S
THE PAY?

PAY?



Dumbert

By Scott Adams



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I AM DOGBERT, THE
SUPREME RULER OF
EARTH!!



WORSHIP ME, YOU
IGNORANT MASSES!!



THAT WAS
PRACTICE.

DARN, NOW
MY EYES ARE
STUCK IN
ZOMBIE
MODE...



I COME UP HERE AND
USE VISUALIZATION
TO ACHIEVE MY GOALS.



YOU CAN GET
ANYTHING YOU
WANT BY
VISUALIZING
IT.



WOW!
I'VE GOT
TO TRY
THAT!

I'M THE RULER
OF THE WORLD.

YOU'RE A
BIG HUNK
OF CHEESE.



MAY I BORROW
YOUR PEN FOR
A MINUTE?



FAREWELL, LITTLE
FRIEND. YOU HAVE
ALWAYS BEEN TRUE.
MAY THE WIND BE
AT YOUR BACK. I...
I... LOVE YOU...



UH... COULD I BORROW
ONE WHICH YOU'VE HAD
LESS OF A PERSONAL
RELATIONSHIP WITH?

HOW ABOUT
BRENDA?

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I HOPE YOU WON'T
MIND MY PILLOW
AND BLANKET AT
YOUR PRESENTA-
TION.



THE LAST TIME YOU
PRESENTED, I LOST
CONSCIOUSNESS AND
BROKE MY NOSE ON
THE TABLE.



WHATEVER HAPPENED
TO GOOD MANNERS?

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I THINK IT
WAS FIFTY
GIGABITS.

I THINK
YOU MEAN
MEGABITS.

HA HA HA

HOO-HOO-HA

HA HA SNORT

GIGGLE

HEE-HEE

HA
HA

WE'RE SO FUN-LOVING.
YOU'D THINK ONE OF
US WOULD HAVE A
FRIEND OUTSIDE OF
WORK.

I HAVE BECOME
ONE WITH MY
COMPUTER.



IT IS A FEELING OF
ECSTASY . . . THE
PERFECT BLEND OF
LOGIC AND EMOTION.



I HAVE REACHED . . .

"NERDVANA"



Dinbert

By Scott Adams



IT LOOKS LIKE THE
UGLY PEOPLE'S
CONVENTION IS
IN TOWN.



HOW ARE YOU
TWO COW PIES
DOING? HUM?



WHY ARE YOU ALWAYS
SO CRUEL, BRAD?



IT'S NOT CRUEL!
THIS IS MALE
BONDING, YOU
FERTILIZER FACE!



TRY IT! IT'LL MAKE
YOU FEEL LIKE A
MAN FOR THE FIRST
TIME!



UH... OKAY, DID YOU
KNOW THAT BRUCE
DATES YOUR WIFE ON
YOUR POKER NIGHTS?



AND YOUR CHILDREN
ARE FUNNY LOOKING—
ESPECIALLY BECKY.



HE'S RIGHT. THAT
FELT GOOD.



MY HOVER-SAUCE INVEN-
TION IS COMPLETE!



IT HAS ENOUGH ADVANCED
WEAPONRY TO DESTROY
A SMALL COUNTRY.



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I HOPE IT DOESN'T FALL
INTO THE WRONG HANDS.



S. Adams

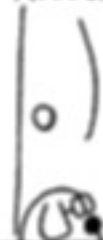
KNOCK
KNOCK



DOGBERT, I AM 'FATE.'
YOU MUST STEAL DILBERT'S
HOVER-SAUCE AND
CONQUER THE
TINY NATION OF
ELBONIA.



SINCE
WHEN
DOES
FATE
KNOCK?



I WAS BOUGHT OUT
IN AN UNFRIENDLY
MERGER BY "OPPOR-
TUNITY." I SHOULD
HAVE SEEN IT
COMING.



IT IS MY DESTINY
TO CONQUER ELBONIA
USING DILBERT'S
HOVER-Saucer
INVENTION.



5-Acting

I FEEL INTOXICATED
WITH POWER AND
BLINDED BY MY OWN
AMBITION.



MAYBE I SHOULDN'T
DRIVE WHILE UNDER
THE INFLUENCE OF
METAPHORS.



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I SHOULD BE ABLE TO
CONQUER ELBONIA IN
ABOUT TEN MINUTES
WITH THIS THING.

I'LL BE "KING DOGBERT
OF ELBONIA," DESPOTIC
YET CONGENIAL.

DID YOU
WATCH PBS
LAST NIGHT?

AAAGH!!!
IT'S A SMART
MISSILE! IT'S
BORING IN
ON ME!!

UP-ON

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ELDONIA

LOOK,
YERGI.

THE HOLY SCROLLS
SAY A DOG WILL
FALL FROM THE
SKY.

THEY
DO?

ACTUALLY, THEY SAY "NEVER
SHAVE YOUR DUCK." BUT
IT'S NOT LITERAL. YOU
HAVE TO INTERPRET.

YOU MEAN
I CAN
SHAVE MY
DUCK?!!



J. Adams



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Dilbert

By Scott Adams



IN WORLD NEWS, THE
TINY COUNTRY OF
ELBONIA HAS BECOME
A DESPOTIC MONARCHY.



THE NEW RULER IS
KING DOGBERT, WHO
CLAIMS TO BE A
DESCENDANT OF
THE ELBONIAN
DEITY "DOUG."

J. Adams



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I HOPE THIS
DOESN'T GO
TO MY HEAD.



GIVE ME ONE TICKET
FOR THE SLINGSHOT
FLIGHT TO ELBONIA'S
CAPITAL.

AIR
ELBONIA

DO YOU WANT FIRST
CLASS OR COACH?

WHAT'S
THE
DIFFER-
ENCE?

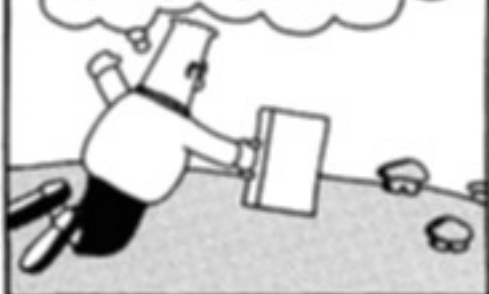
WITH FIRST CLASS
WE DON'T INTENTION-
ALLY FLING YOU
TOWARD SOMETHING
HARD.

I WISH THERE
WERE AN EASIER
WAY TO FLY IN
ELBONIA.



I'VE GOT TO FIND DOGBERT
AND CONVINCE HIM TO
STOP BEING THE DESPOTIC
RULER OF ELBONIA.

J. Adams



BUT, SIRE, THIS IS THE
AIRPORT, NOT THE
SKEET-SHOOTING RANGE.



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DILBERT LANDS IN ELBONIA
WITHOUT HIS SUITCASE.



S. Adams

YOU BAGGED
A NICE
PIECE OF
LUGGAGE,
M'LORD.



10-10

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I LIKE TO THINK
THIS HELPS
MAINTAIN THE
DELICATE
BALANCE OF
NATURE.



YES,
SIRE.

I'VE GOT TO
CONVINCE
HIM TO
RESIGN.

KING
DOGBERT

I FOUND HIM
LURKING, SIRE.
THE USUAL
PUNISHMENT?

DILBERT!

DOGBERT!

WHAT IS
THE USUAL
PUNISH-
MENT?

A BLIND DATE
WITH "EDNA
THE LONELIEST
HUN."

YOU'VE GOT TO STEP DOWN
AS KING OF ELBONIA.
THESE PEOPLE ARE
CAPABLE OF MAKING
THEIR OWN DECISIONS.



S. Adams

THE PAPER-ROCK-
SCISSORS OLYMPICS
ARE CANCELED. WE
COULDN'T AGREE ON
THE
RULES.



AND OF COURSE,
WE ALL WEAR
MITTENS...

WHAT
WAS YOUR
POINT?



Dumbert

By Scott Adams



WHY ARE KIDS SO DUMB?
HAVE THE SCHOOLS FAILED?
LET'S TALK TO A TYPICAL
YOUTH.



WHO WAS THE SIXTH
PRESIDENT OF THE
UNITED STATES?

WHO CARES?



HOW WILL HE EVER
GET A JOB WITHOUT
THIS BASIC KNOWLEDGE?



WHAT IS THE DEEPEST
LAKE IN NORTH
AMERICA?

WHO CARES?



PETIFUL ...
SHOCKING ...

WHO IS
P.L.C. HANMER?



I DON'T KNOW,
BUT IT'S NOT
IMPORTANT. IT'S
TRIVIA.



OH, I SEE. WHAT YOU
KNOW IS IMPORTANT,
BUT WHAT I KNOW
IS TRIVIA. YES, YES,
IT ALL MAKES SENSE
NOW.



IS THAT
SARCASM?

D-UH.



I KNOW THAT THE
ELBONIANS ARE SIMPLE
PEOPLE, BUT THEY CAN
HANDLE DEMOCRACY
IF YOU LET THEM.



10-16

DO YOU KNOW
WHAT THE
NATIONAL BIRD
OF ELBONIA IS?



J. Adams

CONDOR?



FRISBEE.



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YOUR HIGHNESS, THE
ELBONTIAN PEOPLE
DEMAND FREE SPEECH.

BUT DON'T WORRY, WE'LL
STILL HAVE SOCIETAL AND
MARKET PRESSURES TO
SQUELCH ANY
ORIGINAL
IDEAS.

FRANKLY, ALL WE WANT
TO DO IS MAKE FUN OF
YOUR LITTLE HAT.

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YOUR HIGHNESS, I
HAVE DRAFTED A
BASIC BILL OF
RIGHTS FOR ALL
ELBONIANS.

WE DEMAND THE
RIGHT TO DRESS
POTATOES LIKE
OUR FAVORITE
CELEBRITIES!

"...THE RIGHT TO COLLECT
STRING...THE RIGHT TO
MAKE ARMPIT NOISES."

IT'S THE
FIRST
DRAFT.

IT LOOKS LIKE THE DEMOCRACY
MOVEMENT HAS A NEW
CHARISMATIC
LEADER.



GIVE ME LIBERTY OR
GIVE ME...UH...
BACK ACNE



ARE WE MICE OR
ARE WE MEN?



IS THAT
A TRICK
QUESTION?

A MOB OF ELBONIANS
IS AT THE GATE!!
THEY HAVE PICKAXES
AND RAKES!!



QUICK!! WE'LL TAKE
THE EMERGENCY
DESPOT ESCAPE
SLINGSHOT!!



DID ANYBODY
REMINDE THE KING
THAT TODAY IS THE
GARDEN FESTIVAL?



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WHAT'S A FIVE-
LETTER WORD
BEGINNING WITH
'I'...



THAT MEANS "AN IDIOT
WHO DOESN'T KNOW A
FIVE-LETTER WORD FOR
IDIOT THAT STARTS
WITH 'I'?"



IDIOT.

WILL THAT
FIT?

J. Adams

Dilbert

By Scott Adams



LOOK! A BEAUTIFUL
REGENCY BUTTERFLY!

BEAUTIFUL?? IT'S
A FLYING BUG.

IT MAY NOT SEEM
LIKE MUCH NOW...

BUT AFTER WE KILL IT,
DIP IT IN CHEMICALS,
AND FLATTEN IT
BETWEEN GLASS, IT
BECOMES A BEAUTIFUL
WORK OF ART!

DO WE THROW
AWAY THE BUG
GUTS AND JUST
KEEP THE WINGS?

NO. THE GUTS KEEP
THE WINGS EVENLY
SPACED.

EEOW!!!
ANTS IN MY PANTS!!

MOTHER
NATURE!

HE WAS STAND-
ING RIGHT ON
AN ANTHILL.
I COULDN'T
RESEST.

UH... WALLY, YOU'RE WEARING ONLY UNDERWEAR AT WORK.

I'M TRYING TO GET FIRED.

THE COMPANY LAYOFF PLAN IS VERY GENEROUS. I'LL GET A BIG PILE OF MONEY IF THEY ASK ME TO LEAVE.

THIS HAS GIVEN ME A DEGREE OF FREEDOM IN DEALING WITH LOCAL MANAGEMENT.

ANY LUCK
TRYING TO
GET FIRED?

NO... BUT
I'LL GET THAT
SEVERANCE
PACKAGE YET.



S. Adams

THIS MORNING I
KRAZY-GLUED FARM
ANIMALS TO THE BOSS,
BUT HE STILL WON'T
DEAL WITH ALL THE
BUREAUCRACY TO FIRE
ME.



4-48

THE STAFF MEETING
MAY RUN A LITTLE
LONG TODAY.



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I HAVEN'T LOOKED
AT MY HIGH SCHOOL
YEARBOOK IN
AGES.



THERE'S MIKE — VOTED
MOST LIKELY TO SUCCEED...
AND LUCY — VOTED MOST
BEAUTIFUL...



DILBERT — "MOST LIKELY
TO FIND A POTATO
THAT RESEMBLES
HIMSELF."



THIS HIGH SCHOOL YEARBOOK
REALLY BRINGS BACK THE
MEMORIES.



THERE'S DOPEY BOBBY
NOODER. EVERY DAY WE'D
TIE HIM TO THE FLAGPOLE
AND STUFF LIVE FROGS IN
HIS PANTS.

WHERE IS
HE NOW?

S. Adams



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HE'S STILL THE
PRINCIPAL... NOT
THE HAPPIEST GUY
I'VE EVER KNOWN.



WE'VE GOT TO
FOCUS MORE ON
THE NEEDS OF
OUR CUSTOMERS.

I'VE HIRED FAMOUS
BUSINESS CONSULTANT
TOM PETERS TO FOLLOW
YOU AROUND AND MAKE
PASSIONATE CRITICISM.

IS THIS QUALITY?
ARE YOU TRULY
FOCUSED ON THE
CUSTOMER?

GREAT...
HE'S A
SPITTER.

I HAVE NO LUCK.

|



YOU KNOW WHAT THEY
SAY, "IF LIFE GIVES
YOU LEMONS, MAKE
LEMONADE."

|



I'M ALLERGIC
TO CITRUS.

|



YOU KNOW WHAT
THEY SAY, "IF
LIFE GIVES YOU
LEMONS, SWELL
UP AND DIE."

|



Dogbert

By Staff Adams



DOGBERT'S WORLD OF THE UNEXPLAINED



TEN DOLLARS...
IT'S MY FINAL
OFFER.

OKAY, BUT YOU
CAN ONLY USE
ONE HAND.



J. Adams



I DON'T BELIEVE THIS
IS NOW STANDARD
IN THE DOG INDUSTRY.

OH, RIGHT, I
SUPPOSE THE
OTHERS GIVE IT
AWAY.



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... MY DOG STARTED
CHARGING ME TO PET
HIM...



I HAVEN'T HUGGED MOM
SINCE I WAS TWELVE...
MY DATES ARE ALWAYS
DISASTERS...

I JUST NEED TO
TOUCH SOMEBODY.



GOOD SESSION,
DOC. THANKS.

NICE TRY.



TED, CAN YOU
EXPLAIN ITEM
NUMBER TWO?

NO. I'M ON
VACATION.

I TAKE MY VACATIONS
IN TEN MINUTE
INCREMENTS DURING
REGULAR WORK DAYS.
THAT WAY I CAN AVOID
ASSIGNMENTS.

YOUR TEN
MINUTES
ARE UP.

COUGH COUGH!
WHOA, I'D
BETTER TAKE
SOME SICK
TIME.

WOULD THE WORLD
BE ANY WORSE OFF
IF I'D NEVER BEEN
BORN?



WAIT... IF NOT FOR
ME, WHO WOULD TURN
OFF THIS COMPUTER
EVERY NIGHT. I'M
SAVING ELECTRICITY!



I FOUND MEANING
IN MY LIFE TODAY.



YOU LEFT YOUR
BEDROOM
LIGHT ON ALL
DAY.



IS YOUR
MILKSHAKE
TOO THICK,
BOB?

SUCK
SUCK
SUCK SUCK

HERE, TRY
A SPOON.

SUCK
SUCK
SUCK SUCK

Dilbert

By Scott Adams



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SOMEBODY LEFT A
PENCIL IN THE
ELECTRIC SHARP-
ENER.

THAT'S
"EXCALIBERT."



5-11-88

LEGEND HAS IT THAT
WHOEVER CAN REMOVE
EXCALIBERT FROM THE
SHARPENER WILL
BECOME CEO.



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LIKE
THIS?



CONTINUED...

YOU DID IT! YOU REMOVED
THE PENCIL "EXCALIBERT"
FROM THE SHARPENER.



AS CORPORATE LEGEND
REQUIRED, DILBERT
BECAME CEO.



HE IMMEDIATELY SET ABOUT
THE TASK OF MAKING IMPOR-
TANT DECISIONS.



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NOW THAT I'M CEO ,
WHAT AM I SUPPOSED
TO ACTUALLY DO ?



S. Adams

YOU'RE SUPPOSED TO MAKE
SUPERFICIAL STATEMENTS
ABOUT HOW GOOD THE
COMPANY IS, THEN HOPE
SOMETHING LUCKY HAPPENS
AND PROFITS GO UP.



IT'S CALLED
LEADERSHIP,
SIR.

MAKE IT
SO.



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S. Williams



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THE JAPANESE HAVE
MADE AN OFFER TO
BUY THE COMPANY.



AS CEO YOU WOULD
MAKE \$68 MILLION...
BUT THE EMPLOYEES
WOULD ALL BE LAID
OFF.



IF I ACCEPT,
WHAT WILL
I SAY TO THE
EMPLOYEES?



HOW ABOUT
"NEENER
NEENER"?



I'VE DECIDED TO
REJECT YOUR GENEROUS
OFFER TO BUY THE
COMPANY.



AND IF YOU TRY TO MAKE
THIS A HOSTILE TAKEOVER
YOU WILL FIND ME TO
BE A FORMIDABLE
ADVERSARY.

J. Adams



... THEN THEIR
LAWYERS CHEWED
MY CLOTHES OFF.



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Dilbert

By Scott Adams





AS MY DOG, I
THINK YOU SHOULD
BE DOING MORE
TO HELP ME MEET
ATTRACTIVE SINGLE
WOMEN DURING
OUR WALKS.



24/11/03

TRY TO BE
CUTER, AND
LOOK MORE
PET-ABLE.



AND IT'S NOT FUNNY WHEN
YOU DO YOUR IMPRESSION
OF A FROTHING MAD DOG
EVERY TIME SOMEBODY
WALKS BY.



THAT'S MY
JOHN SUNUNU
IMPRESSION.



WE HAVE TO
APPROACH YOUR
DATING PROBLEM
LOGICALLY.



J. Altmeyer

WE'LL BEGIN BY
WRITING DOWN
ALL OF THE QUALITIES
YOU WANT IN A
GIRLFRIEND.



MUCH LATER...

... AND SHE
MUST BE A
BALLERINA.

MY PAW IS
CRAMPING.



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I QUIT DRINKING
COFFEE. I DON'T
LIKE TO BE DEPEND-
ENT ON CHEMICALS.

HOW'S IT FEEL?

5/10/83



I FELT A LITTLE
SLOW GETTING
READY FOR WORK,
BUT YOU HAVE TO
EXPECT THAT ON
A MONDAY.

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IT'S THURSDAY.

YOUR PROBLEM IS
MY MOTHER.

YOUR MOTHER? I
DON'T EVEN KNOW
YOUR MOTHER. HOW
COULD SHE BE MY
PROBLEM?

SHE'S AN EVIL WOMAN
AND SHE LIVES UNDER
THE COUCH.

WHAT YOU
NEED IS A
GOOD SWAT!

I JOINED A
BOWLING LEAGUE.

YIKES! WE'VE
BECOME LOWER
MIDDLE-CLASS!

DON'T BE RIDICULOUS.
BOWLING IS GOOD
EXERCISE. I'M DOING
IT TO BUILD MUSCLE TONE.

HEY! "LITTLE
ARM."

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Dilbert

By Scott Adams



SHE'S AN HOUR LATE.

HI, ELLEN.
DIDN'T WE AGREE ON SEVEN?

HI,
DILBERT

I WAS READY ON TIME BUT I DECIDED TO SHAMPOO MY CARPETS.

THEN I GOT INVOLVED IN A CROSSWORD PUZZLE.

THIS IS HOW ATTRACTIVE PEOPLE ASSERT THEIR SUPERIORITY OVER THE REST OF YOU.

DON'T TAKE IT PERSONALLY. I HAVE A COMPLETE DISREGARD FOR THE FEELINGS OF ALL UGLY PEOPLE.

I'LL MAKE THIS ADORABLE FACE AND YOU'LL GO INTO A STUNNED-UGLY-GUY STUPOR AND FORGET THE WHOLE THING.

UH...WHAT WERE WE TALKING ABOUT?

YOU WERE EXPLAINING WHY YOU DIDN'T BRING ME ANY FLOWERS.

OUR CEO IS
ANNOUNCING A
TEN-PERCENT
STAFF REDUCTION
TO CUT EXPENSES.



QUESTION: DIDN'T
OUR CEO GET PAID
TWENTY MILLION
DOLLARS THIS YEAR?



BUT RISKY
JOBS DESERVE
HIGHER PAY.

QUESTION:
DIDN'T YOU
SAY WE WERE
GETTING CUT?



THE STAFF CUTS WILL BE DETERMINED BY TOSSING A DART AT THE ORGANIZATION CHART WHILE BLIND-FOLDED.



S. Adams



YOU
SLAYED
JOHNSON!

!!



BOY, TALK ABOUT
DECISIVE MAN-
AGEMENT!



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WE'RE SORRY TO HEAR
YOU'RE GETTING LAID
OFF, BRUCE.



WE CALCULATED THAT
IF TEN OF YOUR FRIENDS
HERE TOOK TEN PERCENT
PAY CUTS THEN THE
COMPANY CAN KEEP
YOU.



GOSH!
YOU'D
DO THAT
FOR ME?



NO. WE'RE HERE
TO LOOK AT YOUR
OFFICE FURNITURE.



DILBERT, PROFITS
ARE TOO LOW. I'VE
GOT TO LET YOU
GO...



...TO A TRAINING
CLASS.



THEY'RE SO CUTE
WHEN THEY GET
JUMPY.



HEY, MISTER,
WAKE UP!

HUH?

IT WAS ALL A DREAM! YOU'RE
NOT A DUMPY ENGINEER --
YOU'RE REALLY A PLAYBOY
MILLIONAIRE MOVIE STAR!!

I...I AM??

I LOVE BEING
THE NIGHT
JANITOR.

THEN WHY
DO I DRESS
LIKE THIS?



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Dilbert

By Scott Adams



MISTER PRESIDENT, THERE'S ANOTHER OPENING ON THE SUPREME COURT. ONE OF THE OLD GUYS WANDERED AWAY.



I RECOMMEND NOMINATING A DOG THIS TIME. THEY TEND TO BE LOYAL AND EVERYBODY LIKES THEM.



IT'S FOR YOU...
GEORGE SOME-
BODY.



TAKE A
MESSAGE.



MISTER DOGBERT, THE SENATE
JUDICIARY COMMITTEE WILL
BEGIN THE QUESTIONING.



HOW WOULD YOU INTERPRET
ROE VERSUS WADE?

THEY'RE LYING. I
DENY EVERYTHING.



WE'RE NOT ACCUSING
YOU...

HEY, I DIDN'T
BRING IT UP!



DOGBERT'S SUPREME COURT
NOMINATION HEARINGS

DO YOU HAVE ANY
OPINIONS ON THE
RIGHT TO PRIVACY?

NO. IN FACT, I'VE
NEVER FORMED AN
IMPORTANT OPINION
IN MY ENTIRE LIFE.

YOU MUST THINK
WE'RE IDIOTS.

OKAY, I'VE FORMED
ONE OPINION...
BUT THAT'S ALL.

DOGBERT'S CONFIRMATION
HEARING FOR THE SUPREME
COURT

THE SENATOR HAS
34 SECONDS...

Sullivan

I WONDER WHAT
WOULD HAPPEN
IF YOU LET THEM
TALK AS LONG
AS THEY WANTED.

I'LL BET THEY'D
STARVE TO DEATH.

BUT THERE'S
PROBABLY A
DOWNSIDE.

AT DOGBERT'S CONFIRMATION
HEARING FOR THE SUPREME
COURT...

MISTER RATBERT, YOU'VE
BEEN CALLED AS A
CHARACTER WITNESS.

THE NOMINEE ONCE
CALLED ME A LITTLE
HINEY...



MISTER DOGBERT, DO YOU
REALIZE THAT IF CONFIRM-
ED FOR THE SUPREME
COURT...

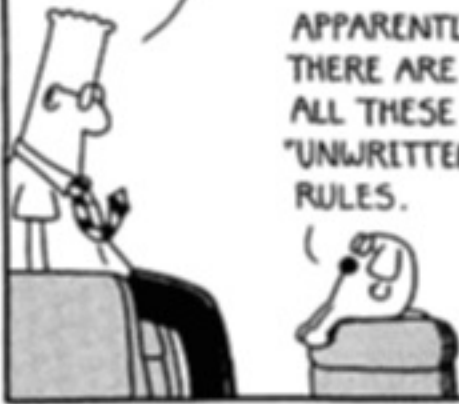


IT WOULD BE IMPROPER
TO PURSUE YOUR STATED
GOAL OF CONQUERING
THE WORLD AND
ENSLAVING ALL HUMANS?



YOU WITHDREW?

APPARENTLY
THERE ARE
ALL THESE
"UNWRITTEN"
RULES.



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Dilbert

By Scott Adams



DILBERT, DO A PRESENTATION FOR THE BIG BOSS TOMORROW MORNING ON THE STATUS OF YOUR PROJECT.



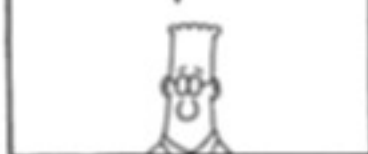
THERE ISN'T ANY STATUS. YOU ONLY ASSIGNED THE PROJECT AN HOUR AGO.



WELL THEN, DO A PRESENTATION ON WHY THERE'S NO STATUS.



I DON'T HAVE TIME BEFORE TOMORROW MORNING.



OKAY, THEN JUST DO A PRESENTATION ON WHY THERE'S NO TIME TO DO A PRESENTATION OF THE STATUS.



AND I WANT TO REVIEW IT TWO DAYS BEFORE YOU PRESENT IT.



THAT WOULD BE YESTERDAY.



SHOULD I DO A PRESENTATION ON WHY TOMORROW IS LESS THAN TWO DAYS FROM TODAY?



HEM...GOOD. THE BOSS LIKES THAT ANALYTICAL STUFF.

DILBERT, YOUR NEW
CO-WORKER IS
ZIMBU THE MONKEY.



ZIMBU LEARNED ENGLISH
FROM THE ZOO KEEPERS
IN A SPECIAL PROGRAM.



THIS MONKEY IS AN INSULT
TO THE INTELLIGENCE OF THE
OTHER WORKERS AND I!



OTHER
WORKERS
AND "ME,"
NOT "I!"

LOOK, ZIMBU, YOU
MIGHT HAVE LEARNED
LANGUAGE SKILLS AT
THE ZOO, BUT IT TAKES
MORE THAN THAT TO
BE AN ENGINEER.



3-Adams

DILBERT, ZIMBU, LET'S
HIT THE CAFETERIA FOR
MORNING DONUTS.



OKAY, AFTER TEN A.M. IT
TAKES MORE THAN LANGUAGE
SKILLS TO BE AN ENGINEER.



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IT'S TIME TO END
THIS CHARADE,
ZIMBU!



YOUR LANGUAGE SKILLS
ARE SIMPLE ROTE
BEHAVIOR. MONKEYS
ARE INCAPABLE OF
LOGIC AND REASONING.



HA! AND THAT PROGRAM
YOU'RE WRITING --IT'S
PROBABLY IN 'BASIC.'



I HEAR THAT
BIG LAYOFFS
ARE COMING,
NERVOUS TED.



AAAAH!!
AAAAH!!
AAAAH!!



LET ME
TRY ONE.

OKAY, BUT
GIVE HIM A
MINUTE.



DO YOU KNOW
THE DIFFERENCE
BETWEEN AN
ELECTRIC RAZOR
AND A TOASTER?

NO.



J. ALBORN

NO??? GEEZ, IT
MUST TAKE YOU A
LONG TIME TO SHAVE.
DO YOU BURN YOUR
FACE A LOT?



I THOUGHT
YOU WERE
TELLING A
JOKE.

HOW LONG
HAVE YOU
HAD THIS
PROBLEM?



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YOUR EYES ARE LIKE THE
MOON ON AN AUTUMN
NIGHT, FULL OF MYSTERY
AND MAGIC.



YOUR LIPS ARE LIKE
EARTHWORMS, PAINTED
A HIDEOUS RED AND
CAUGHT ON THE SIDEWALK
DURING A RAIN STORM.



HOME
EARLY?

AT LEAST I
DIDN'T HAVE
TO KISS THE
WORMS.



Dinbert

By Scott Adams



BOB THE DINOSAUR
RIPS THE PANTS
OFF OF GUYS
WE HATE FOR NO REASON

YES!



GUYS WHO WEAR THOSE
LITTLE HELMETS TO RIDE
A BICYCLE.

DID A
100 "K"
TODAY.



AAAAGH!!

SAFETY
FIRST!



GUYS WHO KNOW ACTUAL
DANCE STEPS.



WOMEN LOVE
THAT STUFF!



GUYS WHO KNOW WINE.

FRUITY, YET
TANNIC...



FLOWERY, YET
POLYESTER!!



GUYS WHO CAN STOP A
CONVERSATION COLD.

THAT REMINDS
ME OF TRELLIS
CODE MODULATION.



NOW FOR THE
"DANCE OF THE
EYE CONTACT."



I PRETEND TO LOOK AT
SPOTS ON THE WALL. IF
OUR EYES MEET TOO SOON
WE'LL HAVE TO AWKWARDLY
SMILE FOR TEN SECONDS.



NOW!



I HATE THE
FIRST SMILE
OF THE DAY.



I'VE CHANGED MY NAME
TO NOSTRADOGBERT
THE PROPHET.



NOSTRADOGBERT PREDICTS
THAT A MONKEY SHALL
SPEAK SKEPTICALLY OF
THE GREAT.



THAT'S
RIDICULOUS.

ONE-FOR-
ONE SO
FAR.



I DOUBT
IT.

NOSTRADOGBERT PREDICTS
THERE WILL BE TURMOIL
IN THE MIDDLE EAST.



3-11-85

WOW! THAT'S QUITE
A PREDICTION! YOU'RE
REALLY GOING OUT ON
A LIMB!



IS THAT
SARCASM?
I CAN'T TELL
WITH YOU.



WILL THERE
BE ANY
SAND
INVOLVED?



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NOSTRADOGBERT
PREDICTS THAT
THE WORLD WILL
END WITHIN A
HUNDRED BILLION
YEARS.



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THAT'S A BIG
RANGE.



WE IN THE
BUSINESS
CALL IT THE
"GROSS PROPHET
MARGIN."



OH YEAH, I'VE
HEARD OF
THAT.



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WHEN'S THE
BABY DUE?



BABY? WHAT
BABY?



SADLER

CAN'T A WOMAN GO
OFF HER DIET FOR
ONE DAY WITHOUT
GETTING THAT
QUESTION??



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NEXT...



SO, WHEN'S
THE BABY
DUE?



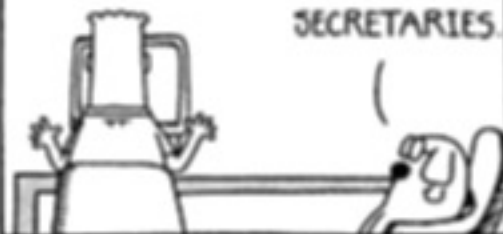
KNOWLEDGE IS
POWER, DOGBERT.



SOMEDAY, THE PEOPLE WHO
KNOW HOW TO USE
COMPUTERS WILL RULE
OVER THOSE WHO DON'T.



AND THEY WILL
HAVE A SPECIAL
NAME FOR US.



SECRETARIES.

Dilbert

By Scott Adams





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PCS = Personal Communications Services



THE MINUTES FROM
THE LAST FAMILY
MEETING SHOW THAT
ALL THE VOTES WERE
A ONE-ONE TIE.

ONE OF US WILL
HAVE TO HAVE A
BABY SO WE CAN
BREAK THESE
TIES.

I VOTE THAT
YOU HAVE THE
BABY.

IF YOU BUILD IT, THEY
WILL COME

A VOICE ...



IF YOU BUILD IT,
THEY WILL COME

OKAY, BUT
BUILD
WHAT?



I'LL HAVE TO GET
BACK TO YOU... I
DIDN'T THINK
THIS WOULD WORK.



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I'VE BECOME
A NEWSPAPER
CRITIC.

OF WHAT?



I CRITICIZE
ORDINARY
PEOPLE...
I STARTED
WITH YOU.

HEY, HERE
IT IS...



WHAT'S THIS LITTLE
SYMBOL MEAN?

THAT'S A DOG
SNIFFING
HIMSELF... IT'S
LIKE GETTING
ONE STAR.



UH-OH, NARDO
IS COMING. I'M
OUT OF HERE.



UH, HI,
NARDO.

IN THE OLD
COUNTRY WE
DID NOT HAVE
WHAT YOU CALL
PERSONAL
SPACE.



TAKE YOUR
HANDS OUT
OF MY POCKETS.

OH, I GET IT.
THEY'RE FOR
YOUR USE
ONLY,
RIGHT?



BISHOP TAKES ROOK.
I HAVE YOU NOW,
MY FRIEND.



MY QUEEN HAS AN
UZI IN HER PURSE.
SHE SLAYS YOUR
ENTIRE SIDE.

5-Adapted



YOU DID THE SAME
THING WHEN WE
PLAYED SCRABBLE.

TAKE IT
LIKE A
MAN.

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Dilbert

By Scott Adams



'TWAS THE NIGHT BEFORE
CHRISTMAS...



WHEN A DUCK HIT THE
SLED...



SANTA FELL OUT...



AND DROPPED ON HIS
HEAD...



HE WAS BARELY ALIVE,
THIS JOELY OLD ELF...



'TWAS THE HOLIDAY SEASON,
SO I THOUGHT OF MYSELF...

HEY! I DON'T SEE
ANY GIFTS HERE!



SO I STOLE HIS HAT AND
BURIED HIM IN THE BACK
YARD. THE END.



UH...THIS IS
INTERESTING,
DOGBERT.

THE SEQUEL IS
TITLED "ELF
WARS: THE TASTE
OF VENISON."



FROM NOW ON, ALL
EMPLOYEES ARE
EMPOWERED TO
MAKE THEIR OWN
DECISIONS.



EMPOWERMENT IS THE
CONCEPT OF THE NINETIES.
YOU'LL BE HAPPIER AND
MORE PRODUCTIVE.



YOU'RE
FIRED,
DILBERT.

NO, YOU
ARE!

I'LL NEVER
WORK HARD
AGAIN!



HAVE YOU MADE ANY
DECISIONS SINCE THE
BOSS MADE US ALL
"EMPOWERED"?

JUST ONE.

Salmon

I TURNED MY CUBICLE
INTO A REVENUE
GENERATING TOURIST
ATTRACTION.

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SO FAR, BUSINESS
HAS BEEN SLOW
AT "STICKY-NOTE
CITY."

I INVENTED
AN AUTO-PETTER
MACHINE FOR
YOU.

S. Adams

THIS IS PERHAPS
YOUR DUMBEST
IDEA EVER.

YOU LIKE IT.
ADMIT IT.

LEAVE US
ALONE.

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WHAT DID YOU
MEAN WHEN YOU
SAID ALL EMPLOY-
EES ARE EMPOW-
ERED?

DOES THAT MEAN I CAN
CONTROL MY OWN BUDGET,
MAKE DECISIONS WITHOUT
TWELVE LEVELS OF
APPROVAL, AND TAKE
CALCULATED
RISKS ON
MY OWN?

NO, IT'S JUST
A WAY TO BLAME
EMPLOYEES FOR
NOT DOING THE
THINGS WE TELL
THEM NOT TO DO.

NO WONDER
YOU NEEDED
A NEW WORD

I'M USING A NEW SYSTEM
FOR EVALUATING MY
DATES. I JUST CHECK
OFF BOXES ON THIS
CARD THROUGHOUT
THE NIGHT.



THERE... I JUST
DINGED YOU A POINT
FOR THAT NERVOUS
TWITCH.



WOULD YOU SAY
YOUR HEAD IS
MORE LIKE A
BLOCK OR A
BUCKET?



DO YOU EVER WONDER
ABOUT THE MEANING
OF LIFE, DOGBERT?

I USED TO.

BUT I LOOKED IT
UP IN THE DICTIONARY
UNDER "L" AND THERE
IT WAS - THE MEANING
OF LIFE.

IT WAS LESS
THAN I
EXPECTED.

DID YOU
TRY THE
THESAURUS?

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Dilbert

By Scott Adams



I'VE BEEN ASKED TO BRIEF EVERYBODY ON THE COMPANY'S POLICY FOR PROTECTING SECRET INFORMATION.

ALL SECRET INFORMATION MUST BE LOCKED UP AT NIGHT.

OUR SECRETS COULD BE OF GREAT VALUE TO OUR COMPETITORS.

IN FACT, SOME COMPANIES TRY TO BUY THE SECRETS OF THEIR COMPETITORS.

JUST OUT OF CURIOSITY, HOW MUCH WOULD OUR COMPETITORS PAY FOR OUR SECRETS?

OH, I DUNNO... MAYBE SEVERAL TIMES YOUR ANNUAL SALARY.

I DON'T THINK THIS WAS SOME OF MY BEST WORK.

I SAY WE ELVES
HAVE BEEN PUSHED
AROUND TOO LONG!



LET'S USE OUR
ELF MAGIC TO
CONQUER THE
WORLD!!

YEAH! ELF
MAGIC!



C'MON, PICK
A CARD —
ANY CARD!!
AND THIS
TIME BE
SERIOUS!!



I'LL TAKE THE
FORTY-THREE
OF CLUBS.



FEAR US, DOG!
WE ELVES ARE
MAGIC. WATCH
THIS!



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I THINK WE HAD THE
DOG'S FEAR AND RESPECT...
UNTIL THE BUNNY MADE
KARL EAT A BUG.



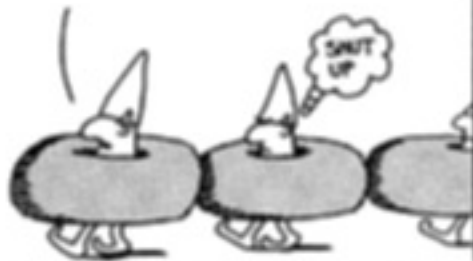
THE HUMANS ARE NOT
AFRAID OF OUR ELF
MAGIC. WE MUST GAIN
THEIR RESPECT THROUGH
VERBAL INTIMIDATION.



HEY, BOZO!
WE'RE
TALKING TO
YOU, CHUBBY!



AND THEN KARL SAYS
"DO YOU THINK YOU'RE
GOING TO EAT ALL OF
THOSE DONUTS?"



RATBERT, I WANT YOU
TO WEAR A DISGUISE
AND INFILTRATE THE
ELF GANG THAT HAS
BEEN BOTHERING US.



WE HAVEN'T SEEN
YOU BEFORE...

WHAT'S THE
SECRET HAND-
SHAKE?



NO, BUT THAT'S
ONE HECKUNA
GOOD GUESS.



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"WE THE ELVES MAKE
THE FOLLOWING
DEMANDS..."



WOULDN'T IT BE FUNNY
IF I JUST SLAPPED
YOUR POINTY HATS
FLAT?



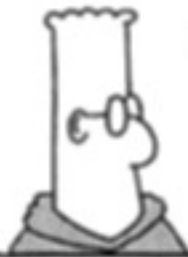
I CANNOT BELIEVE
WHAT PASSES FOR
FUNNY AROUND
HERE.



WHEN YOU'RE NORTH
OF THE EQUATOR,
WATER SWIRLS
CLOCKWISE DOWN THE
DRAIN . . .



SOUTH OF THE EQUATOR,
IT SWIRLS COUNTER-
CLOCKWISE.



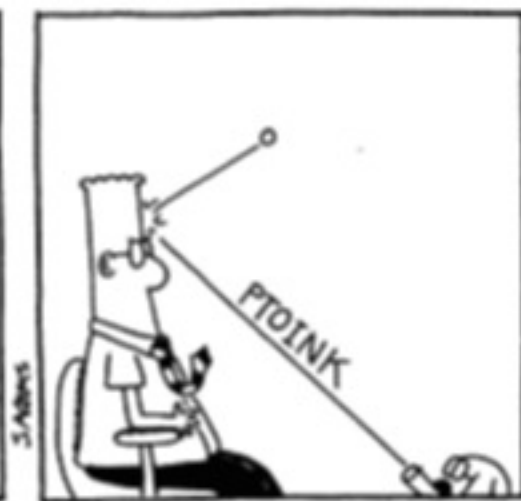
WHAT'S IT
DO RIGHT
ON THE
EQUATOR?

ON THE EQUATOR

JUAN! IT'S
JUST SITTING
THERE AGAIN!







HOLD STILL. I'M
GOING TO TRY A
MORALE-BUILDING
EXPERIMENT.



SLAP SLAP
SLAP SLAP

S. Adams



THANKS. I
FEEL A LOT
BETTER.

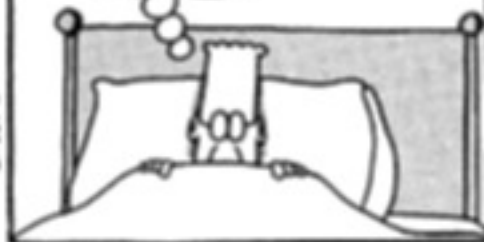


WHY SHOULD I GET UP
TODAY? WHAT IS MY
PURPOSE IN LIFE?



J. Adams

I'M HUNGRY. A
TOASTED BAGEL
WOULD TASTE
GREAT.



MAYBE THE PURPOSE
OF LIFE IS EATING
BAGELS.

YOU SHOULDN'T
TRY TO THINK
ON AN EMPTY
STOMACH.

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SNACK TIME,
DILBERT! I
BROUGHT AN
APPLE SO YOU
WILL LIKE ME!



NICE TRY, RATBERT.
BUT I DON'T
WANT TO EAT
SOMETHING THAT
WAS TOUCHED
BY A RAT.



THE WORST PART IS
THAT'S WHY I DIDN'T
EAT IT MYSELF.

I DON'T KNOW WHY
WE EVEN BOTHER
HOLDING MEETINGS
ON FRIDAY AFTER-
NOONS...



I MEAN, EVERYBODY
IS BRAIN-DEAD BY
NOW. IS THIS REALLY
PRODUCTIVE?



HMM...
PRODUCTIVE?
HMM...



I'M TOO
LATE.





SADPENS

HELLO! THIS IS A LONG-DISTANCE PHONE COMPANY WITH VAGUE PROMISES OF UNVERIFIABLE SAVINGS IF YOU SWITCH TO US.



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THE GREAT THING ABOUT
THIS COUNTRY IS THAT
WE HAVE FREEDOM OF
SPEECH!

IS IT OKAY
TO SAY THAT?

HMM... LET'S
SEE IF IT'S ON
THE FREE SPEECH
CHECKLIST...

OKAY, YOU DIDN'T
ADVOCATE OVERTHROW-
ING THE GOVERNMENT...

YOU WERE NOT OBSCENE...
YOU DID NOT GENERALIZE
ABOUT A DISADVANTAGED
GROUP... YOU DID NOT
TEACH CHILDREN ANYTHING
USEFUL OR PRACTICAL...

YOU DIDN'T REFER
TO ANYBODY WHO
CAN AFFORD A
LAWYER TO SUE
US...

AND THERE'S NOBODY
WITHIN HEARING
DISTANCE WHO CAN HARM
US FINANCIALLY...

YOU'RE CLEAR.

GOD BLESS
THIS COUNTRY!

WHOA!
WHOA!

I'VE DECIDED TO
GO INTO THE
PRIVATE JAIL
BUSINESS.



S. Adams

I FIGURE IT'S
A GOOD WAY TO
MEET CELEBRITIES.



WHERE'S IT
GOING TO
BE?

YOU CALL THIS
DUMP A PRISON?



I PROBABLY
SHOULD HAVE
MENTIONED
THIS SOONER.



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DOGBERT'S JAIL FOR THE RICH
AND FAMOUS

WHAT ARE
YOU IN FOR?

I LIVE
HERE!



3-Allen's

THIS IS MY HOUSE!
MY DOG TURNED IT
INTO A JAIL-FOR-
PROFIT WITHOUT
MY PERMISSION!

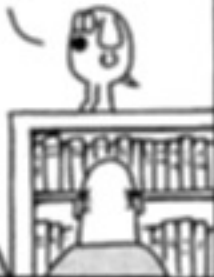


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MAN, YOU'RE THE
WRONG GUY TO
TALK TO DURING
'HAPPY HOUR.'



DOGBERT'S JAIL FOR THE
RICH AND FAMOUS AIMS
TO SATISFY ALL OF YOUR
PRISON NEEDS.



COULD YOU ARRANGE
TO HAVE MY LAWYER
KILLED?



HE SNORES.



DO
NOT

ATTENTION, PRISONERS!
THIS IS WARDEN
DOGBERT
SPEAKING!



MY JAIL HAS NOT BEEN
PROFITABLE. I'VE
DECIDED TO HAVE YOU
ALL EXECUTED TO
REDUCE OPERATING
COSTS.



THE "JOKE OF
THE DAY"
PROGRAM
SEEMS WAST-
ED ON THESE
PEOPLE.

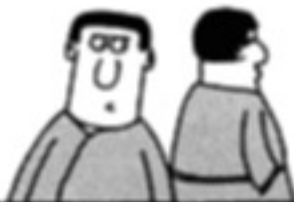


AT DOGBERT'S JAIL FOR THE
RICH AND FAMOUS

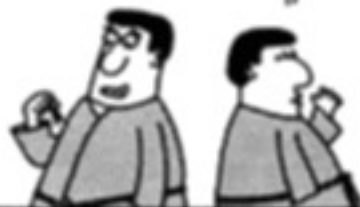
PSSST... I'M
PLANNING
AN ESCAPE.



I'VE SECRETLY BUILT
A LADDER OUT OF
DENTAL FLOSS.



HA! AND THEY
SAY THE RICH
AREN'T CLEVER.





I'VE DECIDED
TO BECOME AN
INSIDE TRADER
OF STOCKS.



S. Adams

INSIDE TRADING IS
ILLEGAL. BESIDES,
WHERE WILL YOU GET
YOUR INFORMATION?



SHHH... I HEAR
A BOARD MEETING
STARTING IN
SAN FRANCISCO.



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I CAN EXECUTE
MY STOCK TRANS-
ACTIONS ON-LINE
WITH THE PC.



THERE... MY
INSIDER TRADING
NETTED ANOTHER
SIXTY MILLION
DOLLARS.



BAD
DOG!

I SUPPOSE IT'S TOO
LATE TO TRY SLAPPING
HIM WITH A ROLLED-
UP NEWSPAPER.



THANK YOU ALL
FOR COMING.



I CALLED THIS HOUSE
MEETING BECAUSE SOME-
BODY TIPPED OFF THE
AUTHORITIES ABOUT MY
INSIDER STOCK TRADING.



SOMEBODY
IN THIS
ROOM IS
A RAT.

FIGURATIVELY
SPEAKING?



I THOUGHT YOU WERE MY
FRIEND, RATBERT. WHY
DID YOU TIP OFF THE
AUTHORITIES ABOUT MY
INSIDER STOCK TRADING?



I WAS AFRAID THAT
IF YOU KEPT THE MONEY
YOU WOULD LEAVE AND
I'D NEVER SEE
YOU AGAIN.



REALLY?
GEE...



DID THEY
GIVE YOU
A REWARD?

YEAH, I'M
OUTTA HERE!



I FIND YOU GUILTY
OF STEALING
MILLIONS IN AN
INSIDER TRADING
SCHEME.



LET'S SEE... ACCORDING
TO MY SLIDING SCALE OF
JUSTICE, THE PUNISHMENT
AT YOUR INCOME IS ...
HMM...



I'M SENTENCED
TO BE THE SUB-
JECT OF A KITTY
KELLY BIOGRAPHY.



WHAT
HAPPENED
TO YOU?



KITTY KELLY WAS HERE
TO WRITE YOUR BIO-
GRAPHY. SHE WAS ALL
OVER ME. I THINK SHE
TOOK MY WATCH.



I NEVER
TRUST
ANYBODY
NAMED
"KITTY."

I THINK I LOVE
HER.



Dilbert

By Scott Adams



I HAVE A
SOLUTION
FOR YOUR
DATING
DILEMMA.

AT YOUR AGE
THERE ARE
MORE SINGLE
MEN THAN
SINGLE WOMEN.

WORSE YET, ALL
OF THE SINGLE
WOMEN ARE DATING
MARRIED MEN OR
SERIAL KILLERS.

BUT THE STATISTICS
EVENTUALLY FAVOR
MEN.

REALLY?
HOW?

AT AGE 80 THERE ARE
THREE TIMES AS MANY
AVAILABLE WOMEN AS
MEN BECAUSE MEN DIE
YOUNGER.

ARE YOU SAYING I SHOULD
WAIT UNTIL I'M OLD...
AND DATE 80-YEAR-OLD
WOMEN?

NO. I WOULDN'T
WAIT...

I HOPE DOGBERT
DOESN'T GET
JEALOUS OF MY
NEW GOLDFISH.

FLUSH

HAVE YOU NOTICED
THAT GOLDIE WAS
LOOKING A BIT
DEPRESSED?

YOU EXPECT ME TO
BELIEVE THAT GOLDIE
FLUSHED HIMSELF
DOWN THE JOHN??!



5. Adams

SURELY YOU DON'T
BELIEVE THAT I ENDED
HIS UGLY, STUPID
FISH LIFE IN A FIT
OF PET RIVALRY...



11-84

EXPLAIN HOW A FISH
CAN WRITE A SUICIDE
NOTE.



I'VE HEARD
THEY HAVE
SCHOOLS...

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THIS LIE DETECTOR
WILL DETERMINE IF
YOU FLUSHED MY
GOLDFISH.



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NAME?

ABE LINCOLN

OCCUPATION?

PRESIDENT

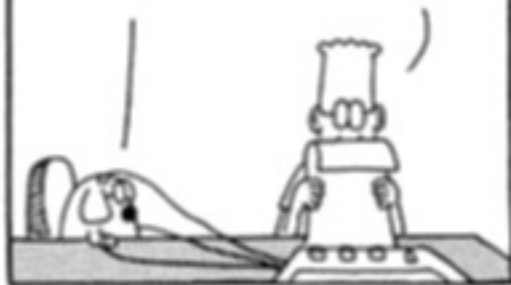
DID YOU KILL
MY FISH?

NO



LIE DETECTORS
NEVER MAKE
MISTAKES, DO
THEY?

UH... NO,
MISTER
PRESIDENT.



HOW'S THE
NEW GUY
DOING?



HE'S EXTREMELY
PRODUCTIVE.



WE THINK HE'S
ONE OF THOSE
BUREAUCRACY
SAVANTS.



I WAS SKEPTICAL ABOUT
HIRING A DOG AS OUR
NEW SQUARE-DANCE
CALLER, BUT YOUR
RESUMÉ IS
IMPRESSIVE.



J. Adams

I DIDN'T EVEN KNOW YOU
COULD WIN A PULITZER
PRIZE FOR SQUARE-DANCE
CALLING.



WOW! AND YOU'RE
ALREADY IN THE
ALBERDEEN HALL
OF DUNG!



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♪
SWING YOUR PARTNER,
DOSEY-DO, NOW CLAP
YOUR HANDS...



Saturno

UH-OH, THAT'S ALL THE
SQUARE DANCE MOVES
I KNOW... I'LL BLUFF
THE REST.



SLAP YOUR PARTNER
IN THE FACE,
WRITE BAD CHECKS
ALL OVER THE PLACE,
FLIRT WITH STRANGERS,
ANNOY YOUR SPOUSE,
GET A DIVORCE AND
LOSE YOUR HOUSE...UH...



DOSEY-DO



Dilbert

By Scott Adams



CAROL, IF YOU HAVE ANY SUGGESTIONS ON MY REPORT, LET ME KNOW.



WHAT KIND OF RIDICULOUS TRIPE ARE YOU PUSHING ??



I SPIT ON YOUR REPORT!



PTOO!
PTOO!

I SHOULD BURN IT TO ASHES, BUT I WON'T...



BECAUSE I'D RATHER DANCE ON YOUR GRAVE AFTER PEOPLE READ THIS! HA HA HA HA!



CRAWL BACK INTO YOUR HOLE, YOU FLY-INFESTED BUCKET OF DEAD CARP !!



DIE!
DIE!
DIE!



NEXT TIME I'M JUST GONNA SAY "CAROL, MAKE SOME COPIES."



THE SECRETARIES HERE HAVE WAY TOO MUCH POWER.

YOU SEEM LIKE A
BRIGHT FELLOW;
HAVE YOU CONSID-
ERED JOINING
MENSA?



IS THAT THE
GROUP WITH
GENIUS IQs?

PRECISELY
CORRECT. I'M
PRESIDENT
OF THE LOCAL
CHAPTER.



IF WE'RE SO
SMART, WHY
DO WE WORK
HERE?

INTELLIGENCE
HAS MUCH LESS
PRACTICAL
APPLICATION
THAN YOU'D
THINK.





YOU
JOINED
WHAT?

MENSA. IT'S A
GROUP OF PEOPLE
WITH GENIUS
IQs.



S. Adams

I'M HOPING IT WILL
BE A GOOD WAY
TO NETWORK AND
ENHANCE MY CAREER.



I HEARD YOU JOINED OUR
MENSA GROUP... I HOPE
YOU CAN MAKE IT TO
THE CAREER EXPO.



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SINCE THIS IS THE FIRST
TIME YOU'VE BEEN TO A
MENSA MEETING, I'LL
EXPLAIN A FEW THINGS.



5. Adams

WHEN THE MUSIC STOPS
WE ALL LINK ARMS TO
SIMULATE THE DNA
STRUCTURE OF A FEATURED
CELEBRITY.



TO BE HONEST,
I THINK A LOT
OF IT IS JUST
RANDOM.



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I JUST REALIZED
THAT SOME CARBON
MOLECULES MUST BE
SHAPED LIKE HOLLOW
GEODESIC BALLS !!



8-7

3-11-68

ERK !!!



THAT'S WHAT HAPPENS
WHEN A FLASH OF
INSIGHT HITS THE
WRONG PLACE.



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EVOLUTION MUST BE TRUE
BECAUSE IT IS A LOGICAL
CONCLUSION OF THE
 SCIENTIFIC
METHOD.



S.A. Jones © 1992 United Feature Syndicate, Inc.

BUT SCIENCE IS BASED ON THE IRRATIONAL BELIEF THAT BECAUSE WE CANNOT PERCEIVE REALITY ALL AT ONCE, THINGS CALLED "TIME" AND "CAUSE AND EFFECT" EXIST.



THAT'S WHAT I WAS TAUGHT
AND THAT'S WHAT I
BELIEVE.



Delbert

By Scott Adams



WHAT HAPPENED
WITH THE ROBOT
YOU WERE
BUILDING?

NOBODY CAN
MAKE A
ROBOT. IT'S
IMPOSSIBLE.



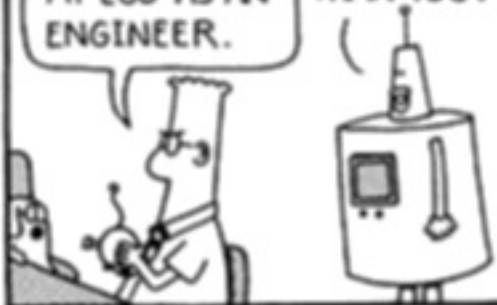
S. Adams

HMM... A PERFECTLY
GOOD ROBOT. PROBABLY
JUST NEEDS A NEURO-
SPECTRUM FIELD
CALIBRATION.



THAT WHOLE
ROBOT PROJECT
WAS BAD FOR
MY EGO AS AN
ENGINEER.

HEY! GUESS
WHO'S WAY
SMARTER
THAN YOU!



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REMEMBER, THE "ROBOT'S
CODE" REQUIRES YOU TO
USE YOUR VAST STRENGTH
TO SERVE, PROTECT, AND
NEVER HARM HUMANS.



HA! I DIDN'T SIGN ANY
"ROBOT'S CODE." IN
FACT, WITH MY VAST
STRENGTH I CAN MAKE
YOU SERVE ME!



I FORGOT
TO PROGRAM
IN THE
"ROBOT'S
CODE."

MAYBE I'LL
CRUSH YOUR
HEAD JUST
FOR FUN!



I MADE SOME PANTS OUT
OF THE CLOTHES IN YOUR
DRESSER.



BAD ROBOT!! I WANT
YOU TO TELL ME WHY
WHAT YOU DID WAS
WRONG.



J. Adams

IT'S NOT WRONG. I
REMEMBERED TO MAKE
UNDERPANTS OUT OF
THE DRAPE.



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OUR ROBOT IS
TAUNTING DILBERT
MERCILESSLY. IS
THERE ANY WAY
TO STOP HIM?



I MEANT TO TELL
YOU; I CALIBRATED
HIS NEURO-ACTUATOR
SO HE WOULD OBEY
ONLY YOUR COMMANDS,
DOGBERT.

5 Alices



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WHAT DID
HE SAY?

HE SAYS
THERE'S
NOTHING
YOU CAN DO.



WE NEED TO DO
SOMETHING ABOUT
YOUR TOTAL LACK
OF ETHICS AND
SOCIAL CONSCIENCE.



I HAD DILBERT BUILD
THIS GUILT MODULE FOR
YOUR CONTROL BOARD.
IT HAS THE SYNTHESIZED
SHAME OF EVERY MAJOR
BELIEF SYSTEM.



LATER

FRANKLY,
I LIKED
HIM BETTER
BEFORE.

I AM UNWORTHY
TO ROLL IN YOUR
SPITTLE.



I WORRY... IS IT
MY FAULT THAT PEOPLE
GET HEART ATTACKS?

NO... THAT'S
FROM EATING
TOO MANY COWS.



IS THE CALIFORNIA
DROUGHT MY FAULT?

NO... THAT'S FROM
WATER SUBSIDIES
TO COWS.

GLOBAL
WARMING?

COWS
AGAIN.

3-Adams



COWS ARE
DESTROYING
THE EARTH?

THEY'RE
BETTER ORGAN-
IZED THAN
YOU'D
THINK.

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Dumbert

By Scott Adams



I'VE DECIDED
TO HAVE PLASTIC
SURGERY.

FRANKLY, I THINK
IT'S THE RIGHT
DECISION.

MAYBE THEN NOBODY
WILL CALL YOU "TOUCAN
SAM" BEHIND YOUR
BACK IN THE CAFETERIA
EVERY DAY.

OOH, AND REMEM-
BER WHEN THE
SUMMER INTERN
LEFT?

THE JOKE WAS "MAYBE
JANET ACCIDENTALLY
SNORTED HIM UP HER
NOSE."

ACTUALLY, I'M ONLY
GOING TO HAVE MY
LIPS PUFFED.

I HOPE THE
NURSES ARE
TETHERED
DOWN.

I GOT OFF
EASY... POOR
NORMAN GOT
SNORTED.

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WE NEED A
NAME FOR
YOU.

I DON'T
DESERVE A
NAME.

EVERYTHING THAT'S
WRONG WITH THE
WORLD IS MY FAULT.
I RUE THE DAY I WAS
CREATED.

I NAME
YOU
"RUEBERT."

AAGH! PEOPLE
WILL SPELL IT
WRONG AND
IT'S MY FAULT!!

WHAT ARE
YOU DOING
IN MY LAB,
RUEBERT?

I AM CREATING
A FEMININE
ROBOT TO
NURTURE AND
SERVE ME.



3-Adams

I DIDN'T KNOW HOW TO
PROGRAM IT, SO I FOUND
THIS "NATIONAL ORGAN-
IZATION OF WOMEN" IN
THE PHONE BOOK...



IT TURNS OUT
THAT THIS IS
EXACTLY THE
KIND OF THING
THEY LIKE TO
HELP WITH.

DO YOU LIKE
SURPRISES?



MY MATE IS COMPLETE!
I WILL NOW HAVE EONS
OF MARITAL BLISS!



I DON'T THINK SO, GOMER.
I'M GOING TO SHOP
AROUND... MAYBE FIND
SOMEBODY MORE ENLIGHT-
ENED THAN A CAN OPENER.



IT'S RUEBERT,
NOT GOMER, AND
I'M THE ONLY
OTHER ROBOT IN
EXISTENCE!



MALES HAVE BEEN
DISCRIMINATING
AGAINST FEMALES
FOR A MILLION
YEARS.



GUILT
ATTACK

THEREFORE,
YOU MUST
COMPENSATE
ME FOR PAST
INJUSTICES.



YOU KNOW, FOR A
RIDICULOUS ARGUMENT,
IT'S NONETHELESS
QUITE EFFECTIVE.

THANK
YOU.



BOY, I'M REALLY IN
TROUBLE WITH MY
PARENTS...



J. Adams

THAT'S OKAY, BRETT.
OUR SOCIETY FINDS
IT HUMOROUS WHEN
YOUNG BOYS ARE
MISCHIEVOUS.



I WENT ON A
THREE-WEEK
MURDER SPREE.



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HI, BRETT,
WHAT DO
YOU HAVE
THERE?

HYDROGEN
BOMB !!



BE CAREFUL.
YOU COULD
KILL PEOPLE
WITH THAT
THING.

REALLY?
COOL!



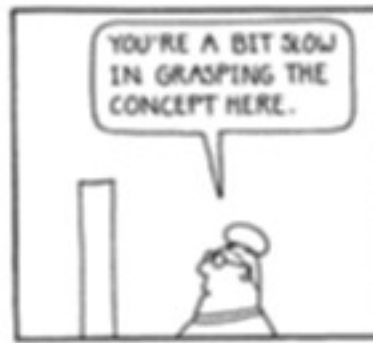
THAT'S A
GREAT
SUGGESTION!

I'VE DONE
BETTER...



Dilbert

By Scott Adams



I'VE DECIDED
TO RUN FOR
PRESIDENT OF
THE UNITED
STATES.



S. Adams

I'M HOPING MY CHARISMA
WILL UNIFY A DIVIDED
POLITICAL PARTY.



2-89

YOU'RE RUNNING
AS A DEMOCRAT?



NO, COMMUNIST.
I WANT TO
HAVE A CHANCE.

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IT'S CONCERNED THAT
YOU MIGHT BE RUNNING
FOR PRESIDENT FOR
THE WRONG REASONS...



ARE YOU DOING IT
FOR EGO GRATIFI-
CATION, POWER,
AND WEALTH?

YES.



WELL, THOSE ARE
ALL THE WRONG
REASONS.

OF COURSE, I'LL TELL
THE IGNORANT
MASSES THAT IT'S
BECAUSE I HATE
BIG GOVERNMENT.



I THINK THE NATION'S FOUND-
ING FATHERS WOULD BE
ASHAMED OF YOUR MOTIVES
FOR RUNNING FOR PRESIDENT.

WEREN'T THEY
SLAVE OWNERS?

WELL... SURE, BUT AT
LEAST IT WAS DEMOCRATIC.

BACK THEN, THE
ONLY PEOPLE
ALLOWED TO VOTE
WERE WHITE MALE
LAND OWNERS.

IN FACT, THE
PRESIDENCY WAS
CREATED SO THE
IGNORANT MASSES
WOULD THINK
THERE WAS A
KING.

LALA
LALA
LALA
LALA

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RATBERT, I'M LOOKING
FOR A VICE PRESIDENT
FOR MY TICKET.



I NEED SOMEBODY WHO
IS SO INEPT AND
SIMPLE-MINDED THAT I
ALWAYS LOOK GOOD IN
COMPARISON.



I DON'T
UNDERSTAND.

OKAY, OKAY,
YOU'VE GOT
THE JOB.



SURE, DOGBERT,
I'LL BE YOUR
ELECTION CAMPAIGN
STRATEGIST.

YOU CAN WIN IF YOU PROMISE
TO SELL OUR NATIONAL PARKS
TO FOREIGNERS AND SHARE
THE PROFITS.

I COULDN'T
DO THAT.

YOU COULDN'T
SELL THE PARKS?

I COULDN'T
SHARE THE
PROFITS.

THE KEY TO WINNING
THE ELECTION IS
VOTER TURNOUT.



TO BE SPECIFIC, YOU
WANT EVERYBODY TO
STAY HOME EXCEPT
YOU.



I'VE WORKED UP A
LITTLE AD CAMPAIGN.



Dogbert

By Scott Adams



DOGBERT
PRESENTS

THE SEVEN ADVANTAGES
OF BEING
DUMB



#1. IMPENDING DOOM
DOESN'T BOTHER YOU

THERE'S A HOLE
IN THE OZONE
LAYER.

COOL!



#2. TELEVISION IS A SOURCE
OF CONSTANT WONDER

I WONDER IF DOOGIE
IS A DOCTOR IN
REAL LIFE.



#3. YOU HAVE A SOLUTION
FOR EVERY PROBLEM

IF PEOPLE ARE
STARVING IN
AFRICA THEY
SHOULD MOVE
TO FRANCE.



#4. YOU ARE NOT CONSTRAINED
BY A BUDGET

IT WAS FREE! THEY JUST
MAKE YOU SIGN PAPERS!



#5. YOU'VE SEEN ELVIS.
FREQUENTLY.

IT'S THE
KING!



#6. INSTANT REPLAYS ARE
AS EXCITING AS LIVE
ACTION.

THIS TIME HE
COULD MAKE
IT.



#7. YOU RECEIVE TWICE
AS MANY COMPLIMENTS.

YOU'RE KIND OF
THE DAN QUAYLE
OF DINOSAURS.

REALLY?!
WOW!



THE POLL RESULTS
ARE IN.



YOU STILL HAVE LOW NAME-
RECOGNITION OUTSIDE
OF THE LIVING ROOM...
BUT SOME GUY IN THE
KITCHEN THINKS HE'S
HEARD OF YOU.

S. Adams



7-4

DON'T BE
DISCOURAGED,
UH...UH...

DOGBERT!

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I'M GOING TO
HOST MY OWN
TELEVISION
SHOW.



IT'S CALLED "DOGBERT'S
WORLD OF AMAZINGLY
IGNORANT PEOPLE."

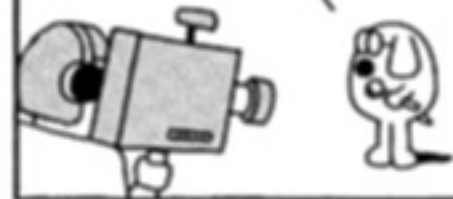


OF COURSE,
I'LL FILM YOU
IN SHADOWS
AND ALTER
YOUR VOICE
ELECTRON-
ICALLY.

THAT'S VERY
CONSIDERATE.



WELCOME TO DOGBERT'S
WORLD OF AMAZINGLY
IGNORANT PEOPLE.



TONIGHT WE'LL VISIT
PEOPLE WHO DON'T
UNDERSTAND ECONOMICS
BUT TALK ABOUT IT
ANYWAY.



SO, I HEARD THE FED
INCREASED THE MONEY
SUPPLY, BUT I CHECKED MY
BANK BALANCE AND IT'S
THE SAME AS BEFORE.



ON THIS EPISODE OF
'DOGBERT'S AMAZINGLY
IGNORANT PEOPLE' WE
ASK PEOPLE TO FIND
AUSTRALIA ON THE
GLOBE.



IS THAT THE PLACE
WITH THE ALPS OR
THE KANGAROOS?

I THINK IT'S
IN LONDON.



WHEN WE
RETURN:
INSPI-
RATION
BECOMES
BITTER
DISAPPOINT-
MENT.



HEY! WHO SAYS
IT HAS TO BE
ON THE
OUTSIDE?



ON TODAY'S EPISODE OF
"DOGBERT'S AMAZINGLY
IGNORANT PEOPLE" WE
TALK TO PEOPLE WHO
DON'T KNOW HISTORY.



HOW MANY
PEOPLE
PERISHED
BECAUSE OF
WORLD WAR II?



UH... 400?



THE ANSWER
IS FIFTY
MILLION.

OH...
ROUNDING.



WHAT PRODUCT ARE
WE TESTING TODAY,
DOC?



WE'LL BE TESTING
THE SAFETY OF
COSMETICS. THIS
WILL BE YOUR MOST
DANGEROUS
ASSIGNMENT.

S. Allard



SOMETIMES
I HATE THIS
JOB.

HEY
BABY!!

WHOA!!
WHOA!!

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Dilbert

By Scott Adams



I'M JOINING
A MANLY DRUM
BEATING GROUP.

WHY?

WELL, SEE, THIS POET
ROBERT BLY WROTE A
BOOK ABOUT BEING
A MANLY WARRIOR.

I HAVEN'T
ACTUALLY
READ THE
BOOK ...

... BUT IT HAS
SOMETHING TO DO
WITH BEATING DRUMS
AND REJECTING YOUR
MOTHER.

LET ME GET THIS
STRAIGHT ...

... YOU'RE TAKING
ADVICE FROM A POET
ON HOW TO BE MANLY?

HAVE YOU TASTED
THE CINNAMON
SNAP TEA?

MAYBE I
SHOULD HAVE
READ THE
BOOK FIRST.



HOW WAS YOUR
DAY, DOGBERT?

HEY! WHAT'S
THAT SMELL?

S. Adams



JUST AS I
SUSPECTED —
YOU STOPPED
TO PET THE
NEIGHBOR'S
CAT!



IT MEANT NOTHING. IT
WAS MORE OF A PAT THAN
A PET.



SAVE YOUR LIES
FOR THE TRIAL.

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I'M AN ATTORNEY
FOR MISTER
DOGBERT...



HE'S SUING YOU FOR
"PETIMONY." YOU
ALLEGEDLY PET THE
NEIGHBOR'S CAT...



SEE... IT WAS A
PAT, NOT A PET.
LIKE THIS...



OH LOOK, IT'S
"GARFIELD," YOUR
FAVORITE...



DOGBERT SUES DILBERT FOR
PETIMONY

CAN'T WE HANDLE
THIS AMICABLY,
WITHOUT LAWYERS?



3 Adams

3-6



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I'VE BEEN ADVISED
THAT YOU'RE UGLY.



DOGBERT SUES DILBERT FOR
PETIMONY.

I CALL RATBERT AS
MY FIRST WITNESS.



IS IT TRUE THAT DILBERT
IS A SECRET CAT LOVER
WHO OFTEN BETRAYED
THE TRUST OF HIS FAITH-
FUL DOG?

IT'S TRUE.



I OFTEN FOUND HIM ALONE
DRINKING ROOT BEER AND
READING "CAT FANCY"
MAGAZINE IN HIS UNDER-
WEAR... IT'S A SICKNESS.



AT THE PETIMONY TRIAL

YOUR HONOR,
I REQUEST THAT
DOGBERT'S SUIT
AGAINST ME BE
DROPPED...



3-13

Saltman

...ON THE GROUNDS THAT
THERE'S NO HADEAS
CORPUS, NO LO CONTEN-
DRE, AND NO E PLURIBUS
UNUM.



WITH LUCK,
HE DOESN'T
KNOW LATIN
EITHER.

DAILIFF,
CLUB THIS
MAN.



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DOGBERT SUES DILBERT FOR
PETIMONY



THE DEFENSE
CALLS FUZZY
THE CAT.

ISNT IT TRUE THAT I DID
NOT IN FACT PET YOU,
BUT ONLY PUSHED YOU
AWAY IN MILD DISGUST
WHEN YOU RUBBED MY
LEG?



I HAVE THIS
SUDDEN URGE
TO BURY YOU
IN PINE-SCENTED
SAND.



Dilbert

By Scott Adams



TAX
PREPARATION
\$5 hr

I NEED SOME
HELP...

SET
DOWN.

I ALWAYS FOOLED
AROUND DURING
MATH CLASSES. NOW
I CAN'T DO MY OWN
TAXES.

WE CAN PRATTLE
ABOUT YOUR
INADEQUACIES
LATER.

I'LL DO YOUR TAXES
AND TALK AT THE
SAME TIME SO YOU
REALLY FEEL DUMB.

HMM... SIMPLY MULTIPLY
THE STANDARD DEVIATION
OF THE COSEINE OF YOUR
DEPRECIATION AND
INTEGRATE THE RESULTING
POLYNOMIAL... THERE.

ACCORDING TO THIS,
YOU OWE YOUR TAX
PREPARER AN
ADDITIONAL TWO
THOUSAND DOLLARS.

CONFUSION — IT
WORKS FOR THE IRS
AND IT CAN WORK
FOR YOU.

MISTER DOGBERT, YOU
MADE A GOOD ARGUMENT
IN YOUR PETIMONY
SUIT AGAINST
DILBERT...

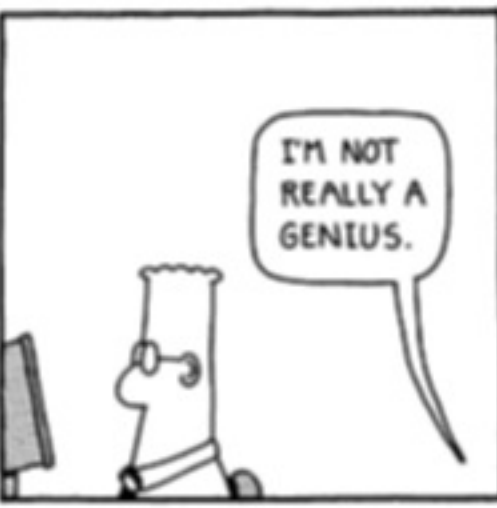


BUT DILBERT HAD SOME
GOOD POINTS, TOO... I
CALL IT A TIE.



THIRD TIE THIS
WEEK... MAYBE
IT'S ME...





I'M NOT
REALLY A
GENIUS.

DID YOU SAY
SOMETHING?

I'M PRACTICING
MY FALSE
HUMILITY.

IS THIS JUST A
WAY TO WEASEL
MORE COMPLIMENTS
OUT OF PEOPLE?

OH, I COULD
NEVER BE
THAT CLEVER.

I'VE BEEN USING
FALSE HUMILITY
TO WEASEL COMPLI-
MENTS OUT OF
PEOPLE...



BUT I KNOW
YOU'RE WAY TOO
SMART TO FALL
FOR THAT TRICK,
RATBERT.



ACTUALLY, I'M
AS DUMB AS
TOAST.

THEN I FOUND I
COULD USE FALSE
COMPLIMENTS TO
MAKE PEOPLE
INSULT
THEM-
SELVES.



IT'S EASY TO MAKE
INSECURE PEOPLE
INSULT THEMSELVES.



GOOD MORNING,
MA'AM. YOU
LOOK THIN AND
SEXY TODAY!



SEXY?! HA! I'M A
WHALE ... A WHALE
WITH A BAD HAIRDO!



NEXT



UH... DILBERT, ABOUT
THAT ASSIGNMENT
I GAVE YOU LAST
MONTH...



3-11-95

REMEMBER HOW YOU
THOUGHT IT WAS A
SILLY AND RIDICULOUS
ASSIGNMENT?



3-11-95

YEAH?



WELL, IT TURNS
OUT THAT I'VE BEEN
SPONTANEOUSLY
CHANNELING THE
SPIRIT OF BOZO
THE CLOWN.



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I BOUGHT SOME
"SMART PILLS"
FOR YOU. THEY'RE
MADE FROM
CHINESE HERBS.

I SAW A NEWS STORY
ABOUT THESE... AND
NATURALLY I THOUGHT
OF YOU.

I'VE DISCOVERED THE
PERFECT GIFT ITEM.

Dilbert

By Scott Adams



MY CODE NAME IS
DOGBERT. I'M AN
INDUSTRIAL SPY.

WHAT MAKES YOU
THINK MY COMPANY
NEEDS YOUR
SERVICES?

IT'S PRETTY OBVIOUS
THAT YOU WON'T
SURVIVE ON YOUR
WITS ALONE.

THERE'S A RUMOR
THAT XYPON INC. IS
DEVELOPING A
TACTICAL NUCLEAR
WEAPON TO USE AGAINST
YOU.

WHAT EXACTLY WILL
YOU DO FOR US?

YOU GIVE ME FIFTY
THOUSAND DOLLARS,
THEN I DESAPPEAR
FOR A MONTH AND
DO SECRET SPY THINGS.

I'LL RETURN WITH
INFORMATION THAT
ONLY A SPY OR A
REGULAR NEWSPAPER
READER COULD KNOW.

HOW GOOD
ARE THEY,
AGENT
DOGBERT?

THEY'RE A BIT
GULLIBLE.

DILBERT'S
LAB

3-Adams



2-63

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ANY LUCK
WITH YOUR
HAIR GROWTH
FORMULA?



DEFINE
"LUCK."



THE GOOD NEWS
IS THAT MY HAIR
GROWTH FORMULA
WORKS.



IN RETROSPECT, I SHOULD
HAVE TESTED IT ON MY
SCALP INSTEAD OF
RUBBING IT ALL OVER
MY BODY.



HINDSIGHT...

YEAH...



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THINGS HAVE BEEN
STRANGE SINCE THE
MISHAP WITH MY
HAIR GROWTH
FORMULA.



I HAVE A STRONG
URGE TO BUY SUN-
GLASSES AND DRIVE
A PORSCHE...



AND I WORRY THAT
PEOPLE WON'T TAKE
ME SERIOUSLY.



I'VE BEEN SO DEPRESSED
SINCE THE FIASCO
WITH THE HAIR GROWTH
FORMULA.

I HOPE NOBODY THINKS
I'M BIGFOOT AND TRIES
TO SHOOT ME.

YOU KNOW, "HAIR TODAY,
GUN TOMORROW." HEH-
HEH-HEH.

I'M THINKING
ABOUT SHOOTING
YOU MYSELF.

J. Altom 3

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J. Adams



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WILLY, THERE'S A MOUSE
IN MY OFFICE. PLEASE
GET RID OF IT.



S. Adams

HAW HAW! TWENTY-
FIVE YEARS OF THE
SO-CALLED WOMEN'S
MOVEMENT AND NOTHING
IS DIFFERENT!



DO IT NOW,
OR I'LL FIRE
YOUR BUTT.



THIS PART
IS A LITTLE
DIFFERENT.



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Dilbert

By Scott Adams



UH-OH... NEW
FATHER COMING
THIS WAY.

I'M OUT
OF HERE.

HI, DELBERT.
HAVE YOU SEEN
MY BABY
PICTURES YET?

GROAN

I'LL HAVE TO COME UP
WITH TONS OF COMPLI-
MENTS OR I'LL SEEM
SHALLOW.

THIS IS THE MOST
BEAUTIFUL BABY IN THE
UNIVERSE. LOOKS JUST
LIKE YOU. SHE SHOULD
BE A MODEL.

WAIT... THIS PICTURE
LOOKS DIFFERENT. DID
YOU HAVE TWO BABIES?

THE FIRST PICTURE WAS
OUR PUG DOG, WINSTON.
IT GOT IN THERE BY
MISTAKE.

I HOPE THAT LITTLE
MISUNDERSTANDING WON'T
DETRACT FROM THE
PERCEIVED SINCERITY
OF THE FOLLOWING
COMPLIMENTS...

I'M GOING TO
WASHINGTON TO
BE AN ECONOMIC
ADVISOR.



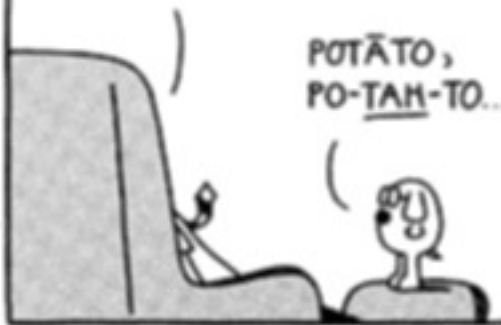
S. Adams

I'LL RECOMMEND A
TAX REBATE FOR ALL
DOGS. IT'S THE ONLY
FAIR WAY TO STIMULATE
THE ECONOMY.



3-30

SOUNDS LIKE A SELFISH
PLOY TO LINE YOUR POCKETS
AT THE EXPENSE OF OTHERS.



POTĀTO,
PO-TAH-TO...

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YOU'RE GOING TO BE AN
ECONOMIC ADVISOR TO THE
PRESIDENT? WHAT DO YOU
KNOW ABOUT ECONOMICS?

IT'S SIMPLE,
BOB.

THE COUNTRY NEEDS TO
GIVE ALL THE MONEY TO
DOGS, THUS STIMULATING
THE ECONOMY.

WHY CAN'T WE SPEND
THE MONEY OURSELVES?

YOU'D PROBABLY
FRITTER IT
AWAY ON FOOD
AND HEALTH
CARE.

SO, MISTER PRESIDENT,
A TAX REBATE FOR DOGS
IS THE ONLY FAIR WAY TO
STIMULATE THE ECONOMY.



5-Adams

BECAUSE THEN YOU GET
A KEYNESIAN FREE
MARKET MULTIPLIER
EFFECT TO BOOST YOUR
GNP UP THE SUPPLY SIDE
OF THE CURVE.



ARE YOU POSITIVE
THAT DOGS CAN
VOTE?



NOW,
R-E-E-L
HIM IN...



THE CANINE TAX REBATE
BILL WAS PASSED BY
CONGRESS TODAY.



THE BILL'S AUTHOR, MISTER
DOGBERT, SUCCESSFULLY
PINNED THE LABEL "DOG
KICKING LIBERAL" ON ALL
WHO OPPOSED HIM.



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WAS THAT ETHICAL?

THA-A-AT'S IT.
YOU'RE ON THE
LIST.



... SO, THEN I THOUGHT,
HA! MAYBE THERE'S A
BUG IN THE COMPILER
PROGRAM ITSELF!



AAAGH!



MAYBE THAT STORY
WENT ON A LITTLE
LONG...

WHAT GAVE
IT AWAY?



HAVE YOU
HEARD ABOUT
THE IDAHO
FLU THAT'S
GOING
AROUND?

AT FIRST YOU
FEEL PERFECTLY
HEALTHY... THEN
BAM, YOU DIE.

HEY, I FEEL PERFECTLY
HEALTHY RIGHT NOW.

MY WORK
HERE IS
DONE.

Dilbert

By Scott Adams



I'M OFF TO
MY NEW JOB
AS AN MTV
REPORTER.



RAP STAR FRESHY Q,
WHAT IS THE KEY TO
YOUR SUCCESS?



ALWAYS BE YOURSELF.
DON'T FOLLOW THE
CROWD. BE TRUE TO
YOUR INSTINCTS.



DID YOU
INVENT
RAP?

UH... NO.



OH, BUT YOU
PROBABLY
PIONEERED
THIS STYLE
OF DRESSING.

NOT
EXACTLY.



BUT YOU
WRITE ALL
OF YOUR
OWN MUSIC.

NO... I
BUY IT.



THE DANCE
STEPS?

I HIRE A
CHOREO-
GRAPHER.



WELL, I'LL
BET NOBODY
ELSE FOLDS
HIS ARMS
QUITE LIKE
YOU.

I DON'T LIKE
THE DIREC-
TION THIS IS
HEADING.



DILBERT, I'M PUTTING
YOU ON A ROTATIONAL
ASSIGNMENT...



J. Albrecht

YOU WILL BE WORKING
IN MARKETING
UNTIL FURTHER
NOTICE.



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MARKETING
TWO DRINK MINIMUM



DILBERT IS TRANSFERRED
TO MARKETING

YOU LOOK
LOST.



I NEVER KNEW THAT
MARKETING WAS LIKE
THIS ... DO YOU PEOPLE
DO ANY WORK?



WELL, NOT ON "BARBECUE
TUESDAY." ARE YOU
STAYING FOR LUNCH?
IT'S UNICORN!



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DILBERT IS TRANSFERRED TO
MARKETING

EVERY TUESDAY WE
BARBECUE A UNICORN.



3 Adams

MAKE MINE RARE.
HA HA! GET IT?
RARE?



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I'M NOT SURE I
BELIEVE THIS IS
THE "BEST PART."



WHEN YOU WORK IN MARKET-
ING, YOU USE THE RESEARCH
WELL TO TEST NEW IDEAS.



ANY DAY BUT FRIDAY
YOU CAN SHOUT YOUR
QUESTION INTO THE
WELL AND AN
ANSWER WILL
COME BACK.

5 Adams



WHY NOT
FRIDAY?

FRIDAY IS
YOUR DAY
IN THE WELL.



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THINK OF THE COMPANY
AS A PERSON. WE IN
MARKETING WOULD BE
THE "BRAINS."



S. Adams

THE SALES DEPARTMENT
WOULD BE THE "BODY."

WHAT'S
ENGINEERING?



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THE
SNOT.



SO, YOU'RE TEMPORARILY ASSIGNED TO MARKETING AND BRENT WENT TO ENGINEERING?

YEAH...

WHAT KIND OF MICROWAVE OVEN IS THIS?

THAT'S A FIFTY MIP SPARC WORKSTATION, BRENT.

IN OTHER WORDS, IT'S GOING TO TAKE FOREVER TO WARM MY CROISSANT.

Dogbert

By Scott Adams



DOGBERT'S GUIDE TO MOVIE ADVERTISEMENTS

TRUST
ME.



"THUMBS UP."

GENE SISKEL

MEANING: ROGER
EBERT HATES IT.



"NOMINATED FOR AN
ACADEMY AWARD."

NOTICE THEY DON'T
SAY FOR WHAT --
PROBABLY "BEST
GAFFER."



"FUNNIEST MOVIE OF
THE YEAR."

HE SAW IT IN
MID-JANUARY.



"☆☆☆... A MASTER-
PIECE!"

THE MOVIE STUDIO ONLY
PAID OFF ONE CRITIC.
MUST BE A LOW-BUDGET
FILM.



"POWERFUL PERFORMANCES."

IT'S A DOWNER. SOME-
BODY PROBABLY GETS
A DISEASE AND LOSES
THE FARM.



"I LOVED IT!"

- FLOYD BUCHER,
NOSHAIR GAZETTE

REMEMBER TO
CONSIDER THE
SOURCE.



"STALLONE'S FUNNIEST
MOVIE YET."

I THINK YOU
GET THE HANG
OF IT.



WHY DOES DOGBERT
ALWAYS GET TO SIT
ON YOUR LEGS AND
I NEVER DO?



S. Adams

BECAUSE DOGBERT IS
MY BEST FRIEND AND
YOU'RE JUST A
DISEASE-CARRYING
VERMIN.



MAYBE THIS ISN'T
THE TIME TO LAUNCH
MY "FAMILY HUG
TIME" CONCEPT.

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9-13



FORGET DOGBERT;
I CAN BE YOUR NEW
BEST FRIEND!



RATS ARE TWICE AS
GOOD FOR CUDDLING.
AND YOU SHOULD SEE
ME CATCH A FRISBEE!



HERE, SCRATCH
BEHIND MY
EARS. YOU'LL
FIND ME MOST
APPRECIATIVE!

YOU SOUND
LIKE ME ON
A DATE.



I'VE DEVELOPED A
PLAN TO MAKE YOU
PITY ME AND
THEN WELCOME
ME IN YOUR
FAMILY.



I BUILT TIMMY THE TOILET
PAPER MAN. TIMMY WILL
BE MY ONLY FRIEND. IT
WILL BE SO PATHETIC AND
HEART-RENDING THAT
YOU WILL HAVE TO LOVE ME.



DILBERT SEEMS TO HAVE
VERY LITTLE RESPECT
FOR TIMMY.



DON'T MIND ME
TODAY... IT'S ALMOST
TIME FOR MY "FRIEND"
TO VISIT.



J. Adams

THAT'S FUNNY... I
WOULD THINK YOU'D
BE IN A GOOD MOOD
IF A FRIEND WERE
GOING TO VISIT.



SHE LOOKED PUFFY,
BUT SHE STRUCK
LIKE A COBRA.



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I SIT HERE MOTIONLESS
WHILE THE BOSS READS
MY REPORT.



I CAN'T TALK WHILE HE'S
READING, AND I DON'T
HAVE ANYTHING OF MY
OWN TO READ...



I WONDER HOW
LONG I CAN
MAKE HIM SIT
THERE FEELING
UNCOMFORTABLE?

A HUNDRED
BOTTLES OF
BEER ON
THE WALL.

THE MIGHTY HUNTER
STRIKES HIS WILY
PREY!



THE HUNTER IS AWASH
IN MANLY HORMONES.
HE HAS MASTERED HIS
SPORT AND CONQUERED
ONE OF NATURE'S BEST.



I USED TO FEEL GUILTY
ABOUT THIS UNTIL I
REALIZED IT'S A SPORT.



Dilbert

By Scott Adams



Heh-Heh
Heh



J Adams

STOP IT, DOGBERT! YOU'RE
MAKING THAT "HEH-HEH"
SOUND SO I'LL THINK
YOU'VE PLAYED SOME
HIDEOUS PRANK.



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NO... NOT THE
MANIACAL LAUGH.

HOO-HA-
HA! HOO-HA-
HA-HA-HA!







AAAGH! YOU WHACKED
RANDY WITH YOUR
REMOTE CONTROL
AIRPLANE!!!



I'M WARNING YOU, FRISBEE
PEOPLE AND AIRPLANE
PEOPLE DON'T MIX...
LIKE CATTLE AND SHEEP...
YOU'LL PAY FOR THIS !!
I SWEAR ...



GOOD ONE,
DOGBERT.



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MPHF! AACK!
COUGH! HMP!
GURGLE!



S. Adams

IF YOU'RE PRETENDING
TO CHOKE TO DEATH TO
END OUR DATE EARLY,
IT WON'T WORK.



LIKE I HAVEN'T
SEEN THAT TRICK
A JILLION TIMES.



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I'M HAVING A
CRISIS OF SELF
IMAGE.



DO I, AS A RAT, ADD
ANY VALUE TO THE
WORLD? OR DO I
SIMPLY DEplete ITS
RESOURCES, THEN DIE?



OH... SORRY... I
SUCKED ALL THE
MUSIC OUT OF THE
ROOM.



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Dibbert

By Scott Adams



I WILL LISTEN TO
YOUR SAD STORY
\$5.00.



I HAVE A
SAD STORY.

SET
DOWN.



I WAS A WORLD
RENOWNED
MONKEY TRAINER.



I HAD IT ALL: FAME,
MONEY, BEAUTIFUL
FAMILY.



THEN I DISCOVERED
THAT THE MONKEYS
WERE PLOTTING
AGAINST ME.



THEY EMBEZZLED ALL
OF MY MONEY AND
KIDNAPPED MY WIFE.



THEN MY WIFE FELL
IN LOVE WITH THEIR
LEADER, BING-DONG.



HA
HA
HA!

WERE YOU
LAUGHING?

HERE'S MY
FIVE DUCKS.
THANKS.



YOU MUST RENOUNCE ALL
PHYSICAL PLEASURE BEFORE
YOU CAN ACHIEVE TRUE
COSMIC JOY.



3-Adams

RENOUNCE IT?! HECK,
I DON'T THINK I'VE
EVER HAD A PHYSICAL
PLEASURE!



9-47

AND YOU MUST
SHAVE YOUR
HEAD...



OH, I GET IT;
THEN YOU CAN
RUB THE LITTLE
STUBBLE AS IT
GROWS IN!



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TO REACH COSMIC JOY
YOU MUST GIVE AWAY
ALL OF YOUR POSSESSIONS.



3 Adams

WHAT IF I GIVE EVERY-
THING AWAY BUT STILL
DO NOT ACHIEVE COSMIC
JOY?



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THEN THE
COSMIC JOY
IS ON YOU.



I'M STARTING
TO SEE HOW
THIS WORKS.



HERE'S MY REPORT.
IT'S SOME OF MY
BEST WORK.



S. Adams



I HATE THAT
PORTO-SHREDDER.



SAY, IS THAT
A SILK
NECKTIE?



WHAT ARE
YOU WORKING
ON?

I'M DESIGN-
ING A LINE
OF CARDS FOR
DEATH
OCCASIONS.

YOU KNOW HOW
SOMETIMES YOU
CAN'T MAKE IT TO
THE FUNERAL, SO
YOU WANT TO SEND
A CARD INSTEAD...

"I'M SORRY
YOU'RE DEAD."

IS IT TOO
SENTIMENTAL?

HOW ARE YOU COMING
ON DESIGNING YOUR
GREETING CARDS FOR
DEATH OCCASIONS?



OKAY. NOW I'M
WORKING ON THE
HUMOROUS
ANGLE.

Sullivan



"ROSES ARE RED,
VIOLETS ARE BLUE,
CARDBOARD IS STIFF,
AND SO ARE YOU."

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DOGBERT, SOMETIMES
I THINK YOU'RE THE
ONLY ONE WHO RESPECTS
ME.



J. Adams

WRONG.



MAYBE I SHOULD
DROP IT WHILE
THERE'S STILL
SOME AMBIGUITY.



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Dogbert

By Scott Adams



7

WOW! A FRESH
SHIPMENT!

OFFICE
SUPPLIES

SABERS / A. Fey 5-14

MINE! ALL
MINE!

WHILE YOU WERE UP,
SOMEONE TOOK YOUR
DESK.

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HI ... ARE YOU
NEW HERE? I'VE
NEVER SEEN YOU
BEFORE.



I'M THE LOST EMPLOYEE...
I'VE BEEN HIDING
IN THE BUREAUCRACY
SINCE THE FIFTIES...
PAID BUT FORGOTTEN.



WOULDN'T THAT
BE THE PERFECT
JOB...



LOOK OUT!
BIG ED IS
HULKING
BACKWARDS
WAVING HIS
ARMS AGAIN!



J. Albrecht

BUMP



BIG PEOPLE
CAN BE SO
ANNOYING.

I JUST WISH
HE WOULDN'T
REFER TO US
AS DEBRIS.



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I'VE MADE LITTLE
PROGRESS TOWARD
MY GOAL OF BEING
SUPREME RULER OF
EARTH.



OBVIOUSLY IT'S NOT
MY FAULT. SOMEBODY
ELSE MUST BE TO
BLAME.



I HATE IT
WHEN HE
JUST STARES.



SOMETIMES YOU HAVE
TO MOVE FORWARD
JUST TO STAY WHERE
YOU ARE.



5-Adams

NOTHING VENTURED,
NOTHING GAINED. IF
YOU'RE NOT PART OF THE
SOLUTION YOU'RE PART
OF THE PROBLEM.



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HOW CAN WE USE
OUR STRENGTHS
AGAINST OUR
COMPETITORS'
WEAKNESSES?

WE COULD
DORE THEM
TO DEATH
WITH YOUR
CLICHÉS.



BOB, SOMETIMES I
WONDER IF THERE'S
A PLACE IN THIS
WORLD FOR A
SENSITIVE RAT
LIKE ME.



J. Allen

I CAN'T LIVE THE HOLLOW,
MEANINGLESS SHELL OF
EXISTENCE THAT OTHERS
SO IRONICALLY CALL "LIFE."



1-4

I WANT TO
MAKE A
DIFFERENCE
TO PEOPLE.



WELL, YOU
RUINED MY
DAY.



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Dinbert

By Scott Adams



I'M GOING TO OPEN
THE "DOGBERT
ADVERTISING
COMPANY."



APPARENTLY, PEOPLE WILL
BELIEVE JUST ABOUT
ANYTHING THAT MAKES
THEM FEEL
GOOD.

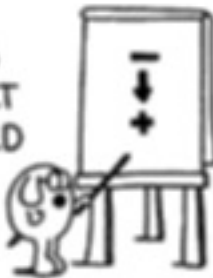
HEY, DON'T
UNDERESTIMATE OUR
INTELLIGENCE.

I COULD NEVER
UNDERESTIMATE
YOUR INTELLIGENCE.

APOLOGY
ACCEPTED.

DOGBERT THE AD MAN

WE MUST TURN
THE NEGATIVES
OF YOUR PRODUCT
INTO PERCEIVED
BENEFITS.



S. Adams

THE NEW SLOGAN WILL BE
"SHMULTZ BEER: YOU
KNOW IT'S WORKING
BECAUSE YOUR
HEAD POUNDS."



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CAN YOU WORK SOME
BIKINIS INTO
THIS CONCEPT?

WE'RE VERY
LONELY MEN.



WE LIKE YOUR PROPOSED
AD CAMPAIGN, DOGBERT,
BUT WE THINK IT NEEDS
SOME SCANTILY CLAD
WOMEN IN IT.



S. Adams

GENTLEMEN, THIS IS
THE NINETIES. THAT
CONCEPT IS OFFENSIVE
AND OUT-DATED.



OOH-OOH! WHAT
IF THEY HAD
JOBS?

BIKINI
LAWYERS
ON SKATES!



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(5-)

TONIGHT ON "LARRY KING
LIVE" WE HAVE A DOG
WHO MAKES SEXY BEER
COMMERCIALS, PLUS AN
ANGRY FEMINIST.



© 1988

HIS COMMERCIALS ENCOUR-
AGE DISCRIMINATION
AGAINST WOMEN BY
PORTRAYING US ALL AS
SEX OBJECTS.



ARE YOU SAYING MEN
ARE SO DUMB, THEY GET
THEIR VIEWS ON LIFE
FROM BEER
COMMERCIALS?

I CALL THEM
LIKE I SEE
THEM.



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HEY, THAT'S A GOOD
TECHNIQUE: COMBINING
YOUR EAR HAIR OVER
THE BALD SPOT!



I'VE BEEN WORKING
ON THE EYEBROWS-
COMBED-OVER-THE-
HEAD METHOD.



SOMEBODY SHOULD
TALK TO THAT MAN.



I'M FEELING CONFIDENT
TODAY WITH WHAT
APPEARS TO BE A FULL
HEAD OF HAIR.



J. Adams

NOBODY SUSPECTS THAT
I'M ACTUALLY COMBING
THE HAIR THAT GROWS
IN MY EARS OVER THE
TOP OF MY OTHERWISE
BALD HEAD.



IT'S AMAZING HOW
CLUELESS THESE
PEOPLE ARE.



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Dilbert

By Scott Adams



I'M LOOKING FOR A NEW RACKET.



YOU'RE PROBABLY INTERESTED IN OUR COLORFUL ALL-PLASTIC RACKETS FOR PATHETIC BEGINNERS.



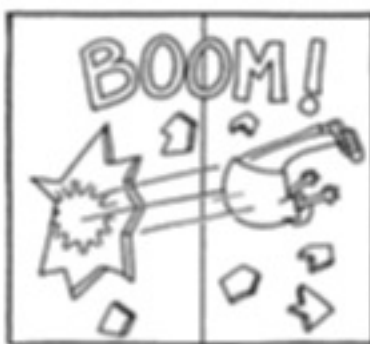
NO, ACTUALLY I'M INTERESTED IN THE TITANIUM ALLOY DEATHSTICK 3000.



HA HA! AS IF A DUMPY LITTLE POOCH COULD HANDLE THAT KIND OF POWER ON THE COURT!



HERE... YOU CAN TOUCH IT, BUT I'M ONLY HUMORING YOU.



THIS IS THE PERFECT RACKET FOR THOSE WHO DON'T TAKE LOSING GRACEFULLY.

PSSST! DOG!
WOULD YOU LIKE
TO PURCHASE
LENIN'S BODY?



J. Adams

TWENTY BUCKS. HE'S
IN GREAT SHAPE ... THE
KING OF COMMIES ...
NOT AVAILABLE
IN STORES.



...AND YOU TALKED
HIM DOWN TO TEN
DOLLARS?



DO YOU LIKE
IT BETTER
AGAINST
THIS WALL?



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WOW! YOU
BOUGHT
LENIN'S
BODY?

ONLY
TEN
DOLLARS.



3 Adams

NOW I HAVE TO
DECIDE WHAT
TO DO WITH IT.



YOU COULD
BUILD A
MUSEUM.

I WAS THINK-
ING OF USING
HIM AS A
COFFEE TABLE.



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3-Adams



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WHAT HAPPENED
TO YOUR HEAD,
DAVE?



I'M CUTTING
MY OWN HAIR
NOW.



S. Adams

I'M NOT TOO FAR
ALONG THE OLD
LEARNING CURVE,
BUT AT LEAST I'M
SAVING MONEY.



5-41

HOW MUCH
DID YOU
SAVE?



NOT COUNTING
THE DIVORCE
AND THERAPY?



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DAVE, I HEAR THAT YOU'VE
STARTED CUTTING YOUR
OWN HAIR...



S. Adams

I'M AFRAID I'LL HAVE TO
DROP YOU FROM THE
MANAGEMENT FAST-TRACK
PROGRAM.



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LUCKY WE CAUGHT
THAT ONE BEFORE
HE GOT TOO FAR.



...SO THEN I SPENT
A YEAR IN EUROPE
AND BLAH BLAH
BLAH BLAH.



HEY, I THINK I CAN
SEE YOUR BRAIN
THROUGH YOUR NOSE!



ANYWAY...
YOU WERE
SAYING..?



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Dibbert

By Scott Adams



SOMETIMES I WONDER
IF IT'S ETHICAL TO DO
THESE GENETIC EXPERI-
MENTS.



BUT I RATIONALIZE IT
BECAUSE IT WILL HELP
IMPROVE THE QUALITY
OF LIFE.

S. Adams



WHAT ARE
YOU MAKING?

SKUNKOPOTAMUS.



I'LL USE DILBERT'S GENETIC
LAB TO MAKE A MAN WITH
THE WISDOM OF GHANDI
AND THE STRENGTH OF
WILT CHAMBERLAIN.



OR VICE-VERSA.



GINME YOUR
CAR KEYS. I'M
GONNA FIND US
SOME BABES.



NOT IN MY
SHEET.



HELLO,
LADIES.

I'M WILT GHANDI. I'M THE
PRODUCT OF A GENETIC
EXPERIMENT COMBINING
THE WISDOM OF WILT
CHAMBERLAIN AND THE
BODY OF GHANDI.

THAT'S THE BEST
LINE TONIGHT.
I'M GOING FOR
IT.

HEY, I
SAW HIM
FIRST.

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I NEED AN OUTSIDE
CONSULTANT LIKE
YOU TO HELP WITH
LAY-OFFS.

MY MAIN CONCERN IS
TO MINIMIZE THE PAIN
AND HARDSHIP THAT
GOES WITH THIS.

WITH GENEROUS
SEVERANCE
PAY?

NO, I THINK THAT WOULD
ONLY MAKE MY PAIN AND
SUFFERING WORSE.

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MY CONSULTANT ADVISED ME TO HANDLE THE LAY-OFFS IN A DIRECT, PROFESSIONAL WAY.



SO, THROUGHOUT THE DAY
I'LL BE SNEAKING UP ON
PEOPLE AND STAMPING
'CANCELLED' ON THEIR
BACKS.



LET ME SEE
IF I UNDER-
STAND...



HEY! IS THAT
THE GOODYEAR
BLIMP?



Dilbert

By Scott Adams



THANKS FOR YOUR TIME, DILBERT. IT'S ALWAYS GOOD TO GET THE TECHNICAL PERSPECTIVE.



HEY, IT'S LUNCHTIME. WOULD YOU LIKE TO JOIN ME IN THE CAFETERIA?



OOH... NO. I COULDN'T DO THAT.



I'M ON THE MANAGEMENT TRACK, SO I CAN'T BE SEEN EATING LUNCH WITH YOU.



IF I'M SEEN WITH AN ORDINARY EMPLOYEE THEN PEOPLE WILL THINK I'M ORDINARY.



I'D LIKE TO EAT WITH THE SENIOR EXECUTIVES, BUT OF COURSE THEY DON'T WANT TO BE SEEN WITH ME.



SO I'VE PERFECTED A METHOD OF SLIPPING QUIETLY AWAY AT LUNCH TIME.



THE SCARY PART IS THAT SOMEDAY THAT MAN WILL BE MY BOSS.



DOGBERT, LOOK,
I GOT THE FIRST
VIDEO PHONE IN
THE CITY!



NOW WE WAIT FOR SOME-
BODY ELSE TO BUY A
COMPATIBLE VIDEO
PHONE AND CALL US.



THE AMAZING THING
IS THAT SOCIETY
COULDN'T ADVANCE
WITHOUT PEOPLE
LIKE YOU.

I THINK
I SAW
SOME-
THING.



THIS VIDEO PHONE WILL
BE A BIG HELP FOR
DATING.



THIS WAY I CAN WEED
OUT THE UNATTRACTIVE
PROSPECTS IN SECONDS.



3 Adams

ISN'T THERE A
CAMERA ON
YOUR END TOO?

NO SYSTEM
IS PERFECT.



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DID ANYBODY
CALL ON YOUR
NEW VIDEO
PHONE YET?

NO.

DON'T YOU THINK THAT
THE ONLY PEOPLE WHO
WILL BUY VIDEO PHONES
ARE MALE TECHIE
DWEEDS LIKE YOU?

THEREFORE,
WOULDN'T IT
BE CHEAPER
TO BUY A
MIRROR?

IT'S HELL
BEING AN
EARLY ADOPT-
ER.

NOBODY EVER CALLS
ON MY NEW VIDEO
PHONE SO I ROUTED
THE TELEVISION
SIGNAL TO IT.



3-Attorneys

NOW I CAN PRETEND
THAT CELEBRITIES
ARE CALLING ME ALL
DAY.



OOH... DOLLY PARTON
IS CALLING. I'LL BET
IT'S FOR ME AGAIN.



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ALL WEEK I'VE BEEN
WATCHING VIOLENT
MOVIES AT THE LAB.



A GROUP OF PARENTS ARE
STUDYING ME TO SEE IF
I BECOME INURED TO
VIOLENCE.

ARE
YOU?



YEAH. I'M PLANNING TO
GNAW THE PARENTS TO
DEATH TOMORROW.



I DON'T KNOW WHAT
WE CAN DO TO MEET
MORE MEN.



HI, MY
NAME IS
DILBERT.

GET LOST...
I'M ARMED.



AND THE MEN WE
DO MEET ALL HAVE
THAT SAME STUNNED
BUNNY LOOK.



S. Adams

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Dilbert

By Scott Adams



TODAY'S LESSON IS
JUST FOR MEN.

LIGHTS
PLEASE

Acting Sensitive
Even When You're
NOT

AS MALES, WE KNOW
THAT WOMEN CAN ONLY
TOLERATE US WHEN WE
ACT PHONY.

THIS IS WHAT
HAPPENS WHEN
A WOMAN IS
SUBJECTED TO
HONEST MALE
OPINIONS.

AAAGH!

FORTUNATELY,
EVEN THE MOST
RIDICULOUS
LIES CAN SOUND
SENSITIVE.

Nice
hands

AND NEW RESEARCH
SHOWS THAT WOMEN
WANT EMPATHY IN
CONVERSATION, NOT
MALE SUGGESTIONS.

THIS DISCOVERY FREES
YOU TO THINK ABOUT
OTHER THINGS WHILE
THEY TALK.

QUESTIONS?

SPORTS

DOH!

WE'VE GOT TO MAKE
DRASTIC CHANGES TO
KEEP UP WITH THE
COMPETITION.



THAT'S WHY I'VE HAD
THESE LITTLE NOTE
PADS MADE THAT SAY
"QUALITY."



ISN'T IT SPELLED
WITH A "U"?



WHAT THE DEPARTMENT
NEEDS IS A SLOGAN
TO INSPIRE US.



S. Adams

OUR NEW SLOGAN IS
"WE ARE QUALITY."



SUDDENLY I FEEL LIKE
WORKING LONG HOURS
FOR NO EXTRA PAY.

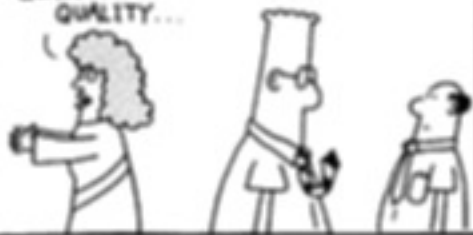


IT'S WORKING!

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IT LOOKS LIKE BRENDA
HAS BEEN BRAINWASHED
BY THE NEW COMPANY
SLOGAN.

QUALITY...
QUALITY...



S. Adams

IT ALL STARTED WHEN
WE GOT THESE LITTLE
STICKY NOTE PADS THAT
SAY "QUALITY" ON THEM.



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OOPS, SORRY, I
SHOULDN'T PUT IT
RIGHT IN YOUR
FACE...

QUALITY...
QUALITY...
QUALITY...



QUALITY...
QUALITY...
QUALITY...

IT'S WORKING. ALL
THE EMPLOYEES ARE
BRAINWASHED.



3-Adams's

I'VE DONE IT! I'VE
TRANSFORMED THE
VERY FABRIC OF THE
CORPORATE CULTURE!



THINGS SURE
HAVE CHANGED
AROUND HERE.

YEAH, FOR
EXAMPLE, MY
ARMS ARE
TIRED.



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AT THE TOP OF THE
NEWS: SOLAR
FLARES.



CNN CORRESPONDENT
WOLF BLITZER IS ON
THE SCENE.



IT'S ANOTHER
HOT DAY ON
THE SUN, BERNIE.



... AND THAT'S THE
CNN WEATHER REPORT.



3 Adams

HEY! DON'T JUST SIT
THERE WATCHING TV
ALL DAY! GIVE ME
THIRTY TUMMY CRUNCHES!



4-53

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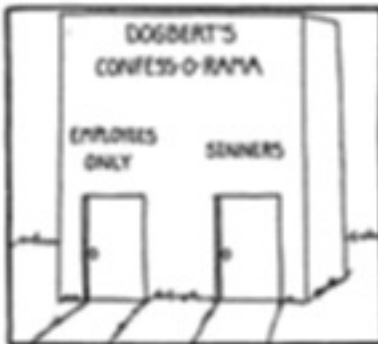
IT'S BEEN
NOTHING BUT
MIXED MESSAGES
SINCE TED
MARRIED JANE.

ONE,
TWO...



Dogbert

By Scott Adams





WHAT DID YOU DO
TO YOUR HAIR?

IT'S FOR MY NEW
TELEVISION SHOW,
"HEALING FOR DOLLARS."
PEOPLE SEND MORE
MONEY IF YOU HAVE
THIS KIND OF HAIR.

IT MIGHT
BE A
TRICK.

THAT'S WHAT
I THOUGHT
UNTIL I SAW
HIS HAIR.

CHECKS OR
MONEY
ORDERS

WELCOME TO MY SHOW,
"HEALING FOR DOLLARS."



S. Adams

TODAY I WILL USE MY
PSYCHIC HEALING POWER
TO PREVENT MILLIONS
OF PEOPLE FROM GETTING
PIMPLES ON THEIR
TONGUES.



IT'S WORKING!
GET THE THICKBOOK!



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A NEWS CREW IS HERE
TO INVESTIGATE YOUR
TELEVISION HEALING
SCAM.



J. P. Miller

EXPLAIN TO OUR 40
MILLION VIEWERS
WHERE THE MONEY
ACTUALLY GOES.



MAYBE I
PHRASED
THAT
WRONG.

SEND THOSE
CHECKS TO
DOGBERT,
POST OFFICE
BOX ...



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4-17

I'M PROUD TO ANNOUNCE
THAT THE COMPANY HAS
FOUND YET ANOTHER WAY
TO DEHUMANIZE THE
EMPLOYEES.



FROM NOW ON YOU WILL
WEAR IDENTIFICATION
BADGES AT WORK. THIS
SYMBOLIZES THAT PEOPLE
WHO LOOK LIKE YOU ARE
OFTEN CRIMINALS.



OH... AND THE CAFETERIA
IS CLOSED. WE'LL JUST
LAY DOWN SOME ALFALFA
IN THE BREAK ROOM.



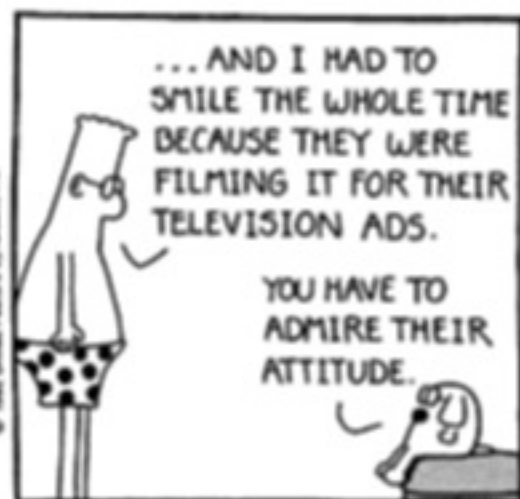
MAYBE TED CAN
ANSWER THAT
QUESTION...

UH-OH

THEY'RE TRYING TO
MAKE ME WORK. I'LL
HAVE TO USE BODY
LANGUAGE TO
DISCOURAGE THEM.

UH... NEVER
MIND

IT'S
WORKING.



Dogbert

By Scott Adams



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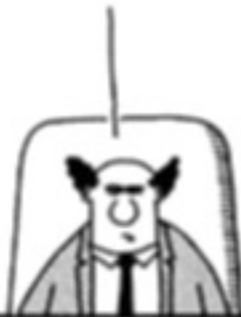
TELL ME WHAT YOU'VE
ACCOMPLISHED THIS YEAR
SO I CAN WRITE YOUR
PERFORMANCE APPRAISAL.



THE INVENTIONS I MADE
LAST YEAR -- THAT YOU
THOUGHT WERE WORTHLESS,
WILL GENERATE TWELVE
MILLION IN LICENSE FEES
NEXT YEAR!



SO, NO REAL ACCOMPLISH-
MENTS THIS YEAR?



I'M GOING TO OPEN
A SCHOOL FOR PEOPLE
WITH NO COMMON
SENSE.



S. Audley

6-45

WHO WOULD PAY TO
GO TO A SCHOOL THAT
TEACHES SOMETHING
THAT CAN'T BE
LEARNED?



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EXCEPT MAYBE PEOPLE
WITH NO COMMON
SENSE...



BINGO.

WELCOME TO DOGBERT'S
SCHOOL OF COMMON
SENSE.



I'VE ASKED YOU TO PAY
TUITION IN ADVANCE;
THAT WAY IF YOU'RE
UNSATISFIED WITH THE
SCHOOL, YOU'LL HAVE THE
ADDED NEGOTIATING
LEVERAGE OF HAVING
ALREADY PAID.



AND THANKS, ALICE,
FOR ASKING IF
TIPPING IS
CUSTOMARY.



DOGBERT'S SCHOOL OF
COMMON SENSE.

WHO CAN SHOW ME
HOW TO GET THE
WATER OUT OF THIS
BOOT?



IF YOU HAVE TROUBLE,
THE DIRECTIONS ARE
WRITTEN ON THE
HEEL.



I'M SORRY, BETTY. I CAN
ONLY GIVE YOU PARTIAL
CREDIT FOR TRYING TO
ABSORB THE LIQUID
WITH YOUR HAIR.



DOGBERT'S SCHOOL OF COMMON SENSE.

TODD, SHOW THE CLASS HOW YOU HAND THESE SCISSORS TO RUSSELL.



S. Adams

DON'T RUN!
DON'T RUN!



AAAGH!

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SORRY, RUSSELL. IT'S THE
TEACHER'S FAULT; HE
DIDN'T EVEN ASK IF I
NEED LEFT-HANDED
SCISSORS.



DOGBERT'S SCHOOL OF
COMMON SENSE

THIS IS THE STORY
OF CLAYTON THE
AUTO MECHANIC.

5 Adams

CLAYTON SMOKED CIGARS
WHILE WORKING ON
GASOLINE ENGINES. WHAT
PROBLEM DID THIS CAUSE?



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HE WAS HIT BY LIGHTNING
EVERY TIME?

DOES ANYBODY
BESIDE CLAYTON
HAVE A
GUESS?



Dilbert

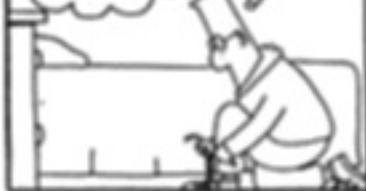
By Scott Adams



I'M GOING TO
START JOGGING
AGAIN.



WHY DOES EVERYBODY
TIE THEIR LACES IN
THE SAME TYPE OF
KNOT?



FROM AN ENGINEERING
PERSPECTIVE, THERE ARE
PLENTY OF GOOD AL-
TERNATIVES TO THE
STANDARD
KNOT.



THIS IS HOW INNOVATION
BEGINS; ONE MAN WHO
REFUSES TO ACCEPT THE
CONVENTIONAL WISDOM.



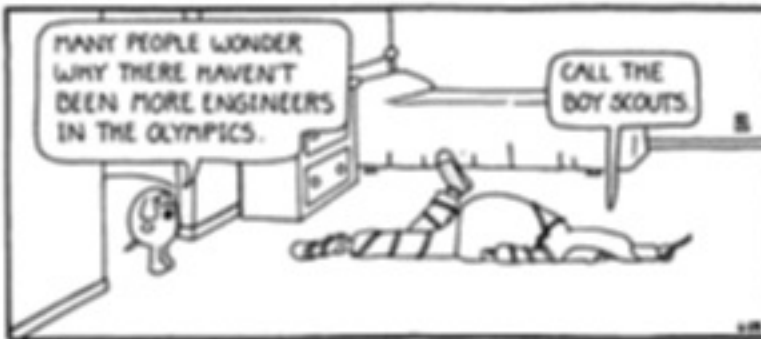
HA HA! I'LL INVENT
MY OWN KNOT! A
REBELLIOUS, AUDACIOUS
KNOT!



LIKE THIS AND
THIS AND THIS!
HA HA HA!!



MANY PEOPLE WONDER
WHY THERE HAVEN'T
BEEN MORE ENGINEERS
IN THE OLYMPICS.



CALL THE
BOY SCOUTS.

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THIS WILL BE OUR
MOST MEMORABLE
VACATION YET.



... AND IN THE EVENT
OF A SNOWY MOUNTAIN-
SIDE CRASH, THE YOUNG
AND FEEBLE PASSENGERS
ARE COMPLETELY EDIBLE.



BUT CAPTAIN BOB
PROMISES HE
WON'T MAKE THAT
MISTAKE AGAIN.



WE'RE ALIVE... WE MUST
HAVE BEEN THROWN
CLEAR WHEN THE JET
HIT THE MOUNTAIN



I'M CAPTAIN BOB. SORRY
ABOUT THE CRASH. WHAT
ARE THE ODDS I'D HIT THIS
SAME MOUNTAIN
ON EVERY
FLIGHT?



WE'RE IN
LUCK. CAPTAIN
BOB KNOWS
HOW TO
SURVIVE THESE
SITUATIONS.



NICE FOLKS.
I'LL EAT
THEM LAST.



I'VE SURVIVED SEVERAL
JET CRASHES THIS YEAR,
SO LISTEN TO ME.



S. Adams

THE BEST WAY TO PREVENT
FROSTBITE IS TO RUB
WORCESTERSHIRE SAUCE
ON YOUR BODY AND WHACK
YOURSELF REPEATEDLY
WITH A MEAT TENDER-
IZER.



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I WONDER WHY HE
HAD ENOUGH OF
THESE FOR EVERY-
BODY?



CAPTAIN BOB, I THINK
YOU'RE PLANNING TO
EAT THE OTHER
SURVIVORS.



3 Adams

HA HA! TOO BAD YOUR
ONLY HOPE IS TO SEND
A MESSAGE TO THE
VILLAGE AT THE BASE
OF THIS MOUNTAIN.



1-4

WHEN YOU ROLL INTO
TOWN, TELL THEM
DOGBERT SENT YOU.



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LUCKY AIRLINES?
I DEMAND PAYMENT
FOR THE LUGGAGE
I LOST WHEN WE
CRASHED INTO
THE MOUNTAIN.



NO, TECHNICALLY IT'S NOT
"LOST." . . . WELL, YES, I
DID EAT YOUR COMPLI-
MENTARY PEANUTS . . .



HELP ME OUT HERE . . . SO
FAR, I'VE AGREED TO
HOT-WAX THEIR TARMAC.



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EVERYBODY IN THE
OFFICE GETS A TURN
HOLDING MY NEW
BABY.

NEXT.



UH-OH...
SNEEZE
COMING.



ACHOO

OOH I LOOK WHAT HE
DOES WHEN YOU
SNEEZE ON HIM.

HE LOOKS LIKE
A PRUNE!



Dilbert

By Scott Adams



DILBERT, DO YOU HAVE A MINUTE?

THE COMPANY IS DOING A SURVEY OF EMPLOYEE ATTITUDES ABOUT THEIR BOSSES.

IT'S TOTALLY ANONYMOUS, SO YOU DON'T HAVE TO FEAR ANY RETRIBUTION.

OOOPS! IT LOOKS LIKE YOUR QUESTIONNAIRE IS A BIT DOG-EARED.

I'LL PUT MY PHONE NUMBER ON THE CONFIDENTIAL ENVELOPE IN CASE YOU NEED ME.

YOU CAN USE THIS GREEN MARKER PEN.

OH, AND I TOOK THE LIBERTY OF CHECKING OFF YOUR ETHNIC BACKGROUND AS ESKIMO. IT'S JUST A STATISTICAL THING.

1. DOES YOUR BOSS CLEARLY COMMUNICATE YOUR OBJECTIVES?

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3-Adams



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I RECOMMEND A STRATEGY CALLED "CHURN."

I RECOMMEND OUR
"CHURN 'N' BURN"
FAMILY OF MUTUAL
FUNDS.



S. Adams

WE'LL TURN YOUR
WORTHLESS EQUITY
INTO VALUABLE
BROKERAGE FEES IN
JUST THREE DAYS!



7-7

IS IT
RISKY?

ARE YOU
KIDDING?!
WE HAVE
ACTUAL
BROCHURES!



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FOR THE TIMID
INVESTOR, I RECOMMEND
OUR "PERPETUAL
CERTIFICATES OF
DEPOSIT."



3-Adams

THEY EARN THE HIGHEST
POSSIBLE INTEREST.
THE ONLY TRADE-OFF
IS THAT YOU CAN
NEVER WITHDRAW
IT.



WHY DON'T
I JUST FLING
MY MONEY
OUT A WINDOW?



AH, YOU'VE
HEARD OF
OUR "FLYING
DEBENTURE"
PRODUCT?



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THAT'S OUR NEW "STRATEGIC
DIVERSIFICATION FUND."



OUR LAWYERS PUT YOUR
MONEY IN LITTLE BAGS,
THEN WE HAVE TRAINED
DOGS BURY THEM AROUND
TOWN.

S. Adams



DO THEY BURY THE
BAGS OR THE LAWYERS?

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WE'VE TRIED
IT BOTH
WAYS.



5 Adams



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AM I WRONG OR
DID YOU TELL ME
YOU INVESTED
ALL OF YOUR
MONEY IN STOCK
OPTIONS FOR A
COMPANY CALLED
ZYMED?

YES.

THE RADIO SAYS THE
STOCK PRICE TRIPLED
ON TAKEOVER RUMORS.
YOU JUST MADE ABOUT
TEN MILLION DOLLARS.

BUT THEY
SAY MONEY
CAN'T BUY
HAPPINESS.

APPARENTLY
"THEY" ARE
IDIOTS.

Dumbert

By Scott Adams



ARE YOU INTERESTED
IN OUR DIAMOND
JEWELRY?

LET ME SEE IF I
UNDERSTAND THE
CONCEPT HERE...

... I WOULD GIVE
YOU THOUSANDS OF
DOLLARS, AND IN
RETURN ...

... YOU WOULD
GIVE ME A PEBBLE
YOU FOUND ON THE
GROUND.

THESE ARE NO ORDINARY
PEBBLES. DIAMONDS ARE
VERY RARE.

RARE? THAT'S ONLY
BECAUSE YOU MADE
A MARKETING
DECISION TO RESTRICT
THE SUPPLY.

OKAY, OKAY, YOU FIGURED US
OUT. I'LL GIVE YOU A FREE
BAG OF DIAMONDS IF YOU'LL
GO AWAY AND KEEP QUIET.

GREAT... NOW I'M A
PARTY TO THIS UGLY
LITTLE SECRET.



I'M GOING TO WORK
LIKE A REGULAR
GUY EVEN THOUGH
I JUST MADE A
FORTUNE IN THE
STOCK MARKET.

THAT'S BECAUSE I STILL
WANT TO BE A USEFUL
AND CONTRIBUTING
MEMBER OF SOCIETY.



AND OF COURSE, THE
WORKPLACE IS THE
SECOND MOST
SATISFYING PLACE
TO GLOAT.

ARE YOU DONE
HERE YET?



J. Adams

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FLASH!



I'VE HAD NOTHING
BUT TRAGEDY SINCE
MAKING A FORTUNE
IN THE STOCK MARKET.



SOMETIMES, DOGBERT, IT
SEEMS LIKE OUR LIVES
HAVE PRESET BALANCES
OF JOY AND PAIN; WHEN
ONE GETS TOO
HIGH THE OTHER
KICKS IN TO
COMPENSATE.



BUT THROUGH IT ALL, I
ALWAYS HAVE YOU, MY
FRIEND.



AT LEAST UNTIL
MY GOOD LUCK
KICKS IN.

GEE, MARY, YOU WEREN'T
WILLING TO DATE ME
BEFORE I MADE MILLIONS
IN THE STOCK MARKET.



I'M AFRAID YOU SEE ME
AS JUST A BIG, TALKING
WALLET.

YOU'RE MUCH
MORE THAN
THAT.

J. Allens



FOR EXAMPLE,
YOU ALSO
WEAR THICK
GLASSES.

TOO LITTLE,
TOO LATE.



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I'VE BEEN MISERABLE SINCE
I MADE MY FORTUNE IN THE
STOCK MARKET...



IT'S THE "LAW OF FOUND
MONEY." NATURE WON'T
ALLOW US TO KEEP MONEY
WE FIND ON THE GROUND
OR WIN BY CHANCE. DON'T
RESIST; LET YOUR
INTUITION GUIDE YOU.



THIS COMES
WITH A COLOR
MONITOR,
RIGHT?



I SPENT MY ENTIRE
FORTUNE TO BUY THIS
SUPERCOMPUTER.

WHAT DOES
IT DO?

IT CAN CALCULATE THE
VALUE OF π TO ABOUT
A JILLION DECIMAL
PLACES...

A LOT OF PEOPLE TALK
ABOUT THE AREAS OF
CIRCLES, BUT I'M DOING
SOMETHING ABOUT IT.

Dilbert

By Scott Adams



I'M USING MY NEW
SUPERCOMPUTER TO
CREATE A MODEL THAT
CAN PREDICT YOUR
ENTIRE LIFE.



S. Adams

YOU SEE, EVERYTHING,
INCLUDING YOUR BRAIN
CHEMISTRY, IS SUBJECT
TO PREDICTABLE PATTERNS
OF CAUSE AND EFFECT...



THAT'S RIDI-
CULOUS. IT
IMPLIES THAT
WE HAVE NO
FREE WILL.

NEXT, YOU
START GET-
TING REALLY
MAD AT ME.



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HERE'S THE FULL
SCRIPT OF THE REST
OF YOUR LIFE. MY
SUPERCOMPUTER
MODEL PREDICTED
IT.

WELL, ACCORDING
TO THIS I'LL BE
KIDNAPPED BY
EVIL SQUIRRELS
AND FORCED TO
WORK IN THEIR
NUT MINES.

THEY GET
ME TOO.

I DIDN'T
KNOW THAT
EVIL
SQUIRRELS
HAD NUT
MINES.

IT'S PROBABLY
TOO LATE TO
DO ANYTHING
ABOUT IT.

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THIS MAN USED HIS
SUPERCOMPUTER TO
PREDICT THE FUTURE OF
THE WORLD.



WITHIN FIVE YEARS,
EVIL SQUIRRELS WILL
CONQUER THE WORLD
AND MAKE US ALL
SLAVES IN THEIR
NUT MINES.

J. Adams



THE SQUIRRELS
SHOULD LOVE
THIS GUY.

IT'S BASED
ON ACTUAL
MATH.



I KNOW THAT MY COMPUTER
MODEL IS ACCURATE, BUT
NOBODY BELIEVES ME WHEN
I PREDICT THAT
SQUIRRELS WILL
CONQUER THE
EARTH.

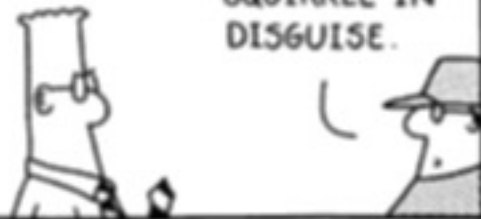


OF COURSE, YOU'RE AWARE
THAT ACCORDING TO "CHAOS
THEORY" ANY COMPLEX
ITERATIVE MODEL IS NO
BETTER THAN A WILD
GUESS, EVEN IF THE LOGIC
IS PERFECT.



YOU'RE MAKING
THAT UP.

YOU CAUGHT ME;
I'M REALLY A
GIANT SPY
SQUIRREL IN
DISGUISE.



PRAIRIE DOGS



OFFICE WORKERS

S. Adams



PRAIRIE DOG WORKERS



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EXCUSE ME, WOULD
YOU LIKE TO TAKE
ADVANTAGE OF OUR
"MODEL EVALUATION
SERVICE"? ONLY
TEN DOLLARS.



S. Adams

ME? GOSH, I'VE NEVER
THOUGHT OF MYSELF THAT
WAY. YES, I WOULD LOVE
TO BE EVALUATED.



YOU'RE HIDEOUS...
THAT'S TEN
DOLLARS.



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Dilbert

By Scott Adams



WHAT'S
THIS ?

I'M STARTING MY
OWN NEWSLETTER
FOR CLUELESS
PEOPLE .

THANKS TO THE TECHNICAL
MARVEL OF DESKTOP
PUBLISHING, CLUELESS
PEOPLE WILL NOW HAVE
THE BENEFIT OF MY
IMMENSE WISDOM.

HOW DO YOU KNOW
WHO THE CLUELESS
PEOPLE ARE ?

THEY ASK A LOT
OF QUESTIONS.

BOB, HERE'S A
COPY OF MY NEW
NEWSLETTER FOR
CLUELESS PEOPLE.

"DOGBERT'S CLUES FOR
THE CLUELESS:

1. PROFESSIONAL
WRESTLING IS ALL
FAKED.
2. NOBODY EVER LOST
WEIGHT ON A HOME
EXERCISE
DEVICE."

3. LOOKS ARE MORE
IMPORTANT TO HAPPINESS
THAN BRAINS
4. IF PEOPLE DON'T COMMENT
ON YOUR NEW HAIRDO,
THEY HATE IT."

IT'S NOT HEALTHY
TO READ THEM ALL
AT ONCE, BOB.

WELL, THERE YOU ARE,
WORKING ON YOUR LITTLE
NEWSLETTER FOR CLUELESS
PEOPLE...



YOU'RE PROBABLY THINK-
ING UP SOME CLEVER
LITTLE FACT THAT THE
SO-CALLED CLUELESS
PEOPLE WOULD NEVER
REALIZE ON
THEIR OWN.



S. Adams

LET ME SEE... "IF YOU
ARE THE ONLY ONE TALKING
THEN IT IS A CLUE THAT
NO CONVERSATION IS
OCCURRING AND IT IS
TIME TO LEAVE."



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RATBERT, I BROUGHT YOU
A COPY OF THE "DOGBERT
CLUELETTER," THE
NEWSLETTER FOR
CLUELESS PEOPLE.



NO THANKS. I USED TO
BE CLUELESS BUT I
TURNED THAT SITUATION
AROUND 360 DEGREES.



"DOGBERT'S CLUES TO
CONVERSATIONAL
GEOMETRY..."



J. Adams

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S. Adams



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I THOUGHT I
WAS HAPPY...



THEN I THOUGHT WHAT IF
I ONLY THINK I'M HAPPY
BUT I'M NOT. MAYBE I'VE
BEEN HYPNOTIZED AND
DON'T EVEN
KNOW IT.

SADDER



WORRYING ABOUT IT MADE
ME UNHAPPY, WHICH MEANS
I MUST NOT BE UNDER
HYPNOSIS, SO I'M HAPPY.

MAYBE I ONLY
THINK YOU'RE
TALKING BUT
REALLY I'M
HAPPY.



Dilbert

By Scott Adams



GEE, TIM,
YOU LOOK
AWFUL.

I'VE BEEN WORK-
ING FOR FIVE
DAYS WITHOUT
ANY SLEEP TO
FINISH THIS
REPORT.

AT FIRST I HAD A MENTAL
BLOCK. BUT ON THE
FOURTH DAY I WAS
VISITED BY AN INCAN
MONKEY GOD WHO TOLD
ME WHAT TO WRITE.

WOW,
LUCKY
BREAK.

NOW I JUST
HAVE TO FIND
SOMEBODY WHO
CAN TRANSLATE
HIS SIMPLE
BUT BEAUTIFUL
LANGUAGE.

3 Adams

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I UNDERSTAND YOU'VE
BEEN GOING WITHOUT
SLEEP OR FOOD FOR DAYS
JUST TO MEET SOME
ARTIFICIAL DEADLINE.



ERGLE,
FLUMG

SADDER

AS A RESULT, YOUR WORK
HAS BEEN MUDDLE-DRAINED
AND INCOMPREHENSIBLE.
YOU LEAVE ME NO CHOICE,
TIM.



GLEED,
NUD

TIM GOT
PROMOTED
TO DIVISION
MANAGER.



I WONDER
IF HE KNOWS
IT.



I'VE SACRIFICED MY
HEALTH, MY PERSONAL
LIFE AND MY SOUL
TO GET PROMOTED.



HA HA HA! BUT IT
WAS ALL WORTH IT
BECAUSE I HAVE AN
OFFICE WITH A DOOR
AND YOU STILL WORK
IN A CUBICLE!



MAYBE I'LL HOST A SPECIAL
"LOW-ACHIEVER DAY" TO
LET YOU
TOUCH MY
DOOR.



A FARMER IN WINDHAM
CLAIMS THAT THE FACE
OF SAINT THERESA
APPEARED IN A CAN
OF VARNISH.



WORSHIPERS ARE FLOCKING
TO THE FARM TO WITNESS
THE MIRACLE. "I SHOULD
CHARGE FOR ADMISSION"
QUIPPED THE FARMER.

S. Adams



GUESS WHAT
I FOUND IN
THE PEANUT
BUTTER.



PLEASE, LET
IT BE A BUG



IT'S A MIRACLE, RATBERT.
THE IMAGE OF SAINT
TED APPEARED IN MY
JAR OF PEANUT BUTTER!



3 Adams

SAINT TED? WHO EVER
HEARD OF SAINT TED?
COULDN'T YOU GET SAINT
THERESA?



SHE WAS BOOKED TO A CAN
OF VARNISH IN UPSTATE
NEW YORK.

SAINT TED
LOOKS LIKE A
"HAPPY FACE."



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PEOPLE HAVE TRAVELED
FROM ALL OVER TO SEE
THE MIRACLE OF THE
PEANUT BUTTER.



3 Actions

STEP RIGHT UP... JUST
TEN BUCKS TO SEE THE
FACE OF SAINT TED
APPEARING IN MY JAR
OF PEANUT BUTTER.



OOH! AND
I SEE ELVIS IN
THE JELLO!

ONLY THE
KING MOVES
LIKE THAT!

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Dilbert

By Scott Adams



THE MIGHTY
WARRIOR
PREPARES FOR
BATTLE...



5 Actions

TODAY, BOLD MEMOS WILL
BE WRITTEN, DANGEROUS
MEETINGS WILL BE
ATTENDED, AND MANY
A PHOTOCOPIED IMAGE
WILL BE CAPTURED FOR
ETERNITY.



IF IT WEREN'T FOR
SARCASM, MY LIFE
WOULD SOUND PATHETIC.

GLAD TO
HELP.



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I HAVEN'T DATED
MUCH SINCE I CAME
DOWN WITH
PUPPETITIS.



3-Adams

IT'S A RARE DISORDER
THAT MAKES YOUR HAND
ACT LIKE A PUPPET.



THAT'S
WEIRD.

HE HATES
US! WE
MUST KILL
HIM!

NOT YET,
GINGER!



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I CAUGHT THE DISEASE
PUPPETITIS FROM
SOMEBODY I DATED.



S. Adams

HA HA! THAT'S RIGHT!
NOW HER HAND IS A
PUPPET!



I HATE THE
NINETIES.

JOIN US...
DON'T BE
AFRAID.



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MY DATE WAS
A FIASCO.



SHE HAS A RARE DISEASE
CALLED PUPPETITIS -- IT
MAKES YOUR HAND ACT LIKE
A PUPPET.



APPARENTLY YOU CAN
CATCH IT BY HOLDING
HANDS.



BUT IT WAS
WORTH IT.

5 Adams

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8-19

LET'S SEE IF MY IDEA OF
USING AN ELECTRIC
CATTLE PROD WILL BOOST
EMPLOYEE
PRODUCTIVITY.



S. Adams



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MENTAL NOTE: HOLD
RUBBER END.



DON'T THINK OF
YOURSELF AS THE
LEAST INTELLIGENT
CREATURE IN
THIS ROOM...



S. Adams

IF YOU CONSIDER THE
ENTIRE PLANET, YOU'RE
SMARTER THAN LITERALLY
HUNDREDS OF PEOPLE.



8-15

HAVE YOU EVER
CONSIDERED
TAKING UP
A HOBBY?

THIS IS
MY HOBBY.



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Dilbert

By Scott Adams



YES!

WHAT
HAPPENED?

NOTHING. I'M JUST
PRACTICING IN CASE
SOMETHING GOOD
EVER HAPPENS TO ME.

I'LL YELL "YES!" AND
PUMP MY ARMS IN A
DISTINCTIVE WAY.

NOW I'M WORKING
ON INCORPORATING THIS
SPINNING
MOTION.

YES!!

IT LOOKS LIKE
YOU'VE GOT THE
"DISTINCTIVE"
PART DOWN.

YES!

IT MUST BE GREAT
TO BE A SECURITY
GUARD.



YOU HAVE THE ENTIRE
DAY TO LET YOUR
MIND TRANSPORT YOU
TO MAGIC REALMS
OF WONDER AND
CREATIVITY.

S. Adams



I WONDER WHAT
BALSA WOOD
TASTES LIKE.



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MARRIAGE
COUNSELOR

I CAN SEE
YOUR
PROBLEM.

I RECOMMEND MASSIVE
PLASTIC SURGERY FOR
BOTH OF YOU... AND YOUR
PERSONALITIES ARE
BAD, TOO; PRETEND TO
BE OTHER PEOPLE.

SHOULD WE TRY TO
COMMUNICATE MORE?

NO, THAT'S
JUST BEGGING
FOR TROUBLE.

DOGDERT THE MARRIAGE
COUNSELOR

I'D LIKE TO TRY SOME
VISUALIZATION
EXERCISES.



J. Adams

IMAGINE THE TWO OF
YOU WATCHING A
BEAUTIFUL SUNSET.
YOU'RE ON A CLIFF
OVERLOOKING THE
OCEAN ...



BOB, TRY
NOT TO GET
AHEAD OF
ME.



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DOGBERT THE MARRIAGE
COUNSELOR

WE HAVE A RUNNING
FIGHT OVER HOW TO
SQUEEZE THE TUBE
OF TOOTHPASTE.

I LIKE TO SQUEEZE IT
FROM THE BOTTOM. SHE
PREFERS TO EMPTY THE
TUBE ON THE RUG AND
ROLL AROUND IN IT.

AT NIGHT, DOES
SHE "HOG" THE
BLANKETS AND
SNORT?

WOW, IT'S
LIKE YOU
KNOW HER.

J. Albers

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DOGBERT THE MARRIAGE
COUNSELOR

I FELL IN LOVE WITH HIM
BECAUSE HE HAD A GREAT
CAR...



IT WASN'T UNTIL LATER
THAT I REALIZED HE HAS
THE PERSONALITY OF
MILDEW.

J. Adams



HAVE YOU
TRIED SPRAY-
ING HIM WITH
LYSOL?

YEAH, IT ONLY
MAKES HIM
DIZZY.



BILL'S BIG 'N' EGG-SHAPED
MEN'S FASHIONS

SPECIALIZING
IN THE
OVOID MAN

OPEN

5. Adams 3

I WANT SOME CLOTHES
THAT MAKE A
STATEMENT.

ALL OUR
CLOTHES MAKE
A STATEMENT.

THIS SWEATER
SAYS "HELP ME,
HELP ME, I
LOOK LIKE A
BIG EGG!"

DOES IT
COME IN
BROWN?

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Dilbert

By Scott Adams



THERE ARE TWO GOOD
ARTICLES IN THE PAPER
TODAY; ONE ABOUT
MAGNETS, AND ONE ON
SIGN LANGUAGE.



S. Adams

I'D LIKE YOU TO WRITE
A WHITE PAPER ON HOW
THESE ITEMS COULD
INFLUENCE THE PROJECT
YOU'RE WORKING ON.



9-49

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DO YOU EVEN
KNOW WHAT
PROJECT I'M
WORKING ON?



I DON'T
HAVE TIME
TO GET INTO
MINUTIA.



LET'S BEGIN BY GOING
AROUND THE TABLE AND
INTRODUCING OURSELVES.



S. Adams

I'M DILBERT.
I'VE WORKED
FOR YOU FOR
FIVE YEARS.

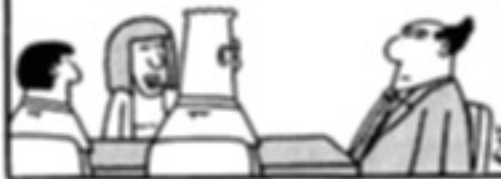
ALICE, I'VE
WORKED
FOR YOU
FOR TEN
YEARS.

ALBERT,
SIX YEARS.



SALLY,
EIGHT
YEARS.

I KNEW THESE
PEOPLE LOOKED
FAMILIAR.



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THANK YOU ALL FOR
COMING. THERE'S NO
SPECIFIC AGENDA FOR
THIS MEETING...



AS USUAL, WE'LL JUST
MAKE UNRELATED
EMOTIONAL STATEMENTS
ABOUT THINGS WHICH
BOther US. I'LL KICK
IT OFF...



THERE'S NEVER
TIME TO GET
ANY WORK
DONE AROUND
HERE !!



DILBERT, I'D LIKE
YOU TO MEET DEN,
OUR NEWEST
FAST-TRACK
MANAGER.

HI

DEN HAS NO REAL
EXPERIENCE BUT
HE'S VERY TALL,
SO WE KNOW
HE'LL GO FAR.

I ALSO HAVE EXECUTIVE
STYLE HAIR.

WE THINK IT
WILL TURN
SILVER.

S. Adams

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HEY, I HAVEN'T DONE
A THING FOR MINUTES
AND YET I STILL GET
PAID.



3 Adams

HOO-HOO-HA! I'M RIPPING
OFF THE EVIL CORPORATE
EMPIRE AND THERE'S
NOTHING THEY CAN DO
ABOUT IT! I HAVE TOTAL
POWER!



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I'D BETTER KEEP
THIS LITTLE SECRET
TO MYSELF.

HEY, I'M GETTING
PAID FOR DOING
NOTHING!



HERE'S SOMETHING
ELSE THAT'S TOTALLY
UNIMPORTANT YET
REQUIRES ACTION.



I'LL ROUTE IT TO A
SUBORDINATE, THUS
INFLATING ITS PERCEIVED
IMPORTANCE AND
DESTROYING BOTH MORALE
AND PRODUCTIVITY.



WHAT LUCK, I
GOT TWO COPIES!



J. Adams

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Dinbert

By Scott Adams



THE PROBLEM WITH
MODERN SOCIETY IS
THAT WE HAVE NO
TRADITIONS.

WE SHOULD CREATE
SOME TRADITIONS
FOR FUTURE GENER-
ATIONS.

HOW DO YOU
CREATE A
TRADITION?

WELL, YOU JUST DO
SOMETHING RIDICULOUS
EVERY YEAR AT THE SAME
TIME.

EVENTUALLY OTHER
PEOPLE JOIN IN AND
THEN IT'S A TRADITION.

OOH, HOW ABOUT "ANNUAL
NOSE-SAUSAGE DAY"? YOU
DRESS IN COLORFUL ROBES
AND STICK SAUSAGES IN
YOUR NOSE!

YES, YES... AND WE'LL
DO A SQUIRREL DANCE
AND SHOUT "KALOO-
KALAH" AT THE
SUN!

OR MAYBE
NOT.

YOU LOST ME
WITH THE
SQUIRREL
DANCE.

I'M SENDING ALL OF
YOU TO THE "RIVERS
AND TREES" MANAGE-
MENT COURSE.



THERE YOU'LL BE ASKED
TO PERFORM A VARIETY
OF DANGEROUS TASKS IN
THE WOODS. YOUR
SURVIVAL WILL DEPEND
ON YOUR CREATIVITY AND
ABILITY TO WORK TOGETHER.



OH, SO IT'S A
TEAM-BUILDING
EXERCISE.



I THINK OF IT
MORE AS A
HEADCOUNT
REDUCTION
THING.



AT THE "RIVERS AND TREES"
MANAGEMENT COURSE.

WE'LL START WITH A
TRUST-BUILDING
EXERCISE.

YOU HAVE ONE MINUTE
TO DECIDE TO EAT
THESE DONUTS OR TO
SAVE YOUR CO-WORKER
FROM THE BEAR.

OKAY, WHO WANTS
TO BE ON THE DONUT
OPTION WORKING
COMMITTEE ?

OOPS...
PROBLEM
SOLVED.

S. Adams

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AT THE "RIVERS AND TREES"
MANAGEMENT COURSE.

NEXT, WE HAVE A
CREATIVITY EXER-
CISE.



5. Addams

YOUR TASK IS TO BUILD
A COMMERCIAL AIRPORT
LANDING STRIP USING
NOTHING BUT A LEAF
AND A DEAD BEE.



LOOK, WE ALREADY
VOTED. WE'RE DESIGN
AND YOU'RE CONSTRUCTION.

TIME.



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AT THE "RIVERS AND TREES"
MANAGEMENT COURSE.

THIS NEXT EXERCISE IS
ALWAYS A FAVORITE.



USING ONLY A ROPE,
YOUR TEAM MUST FIGURE
OUT HOW TO CROSS THE
MUDDY PATCH WITHOUT
GETTING YOUR FEET
DIRTY.



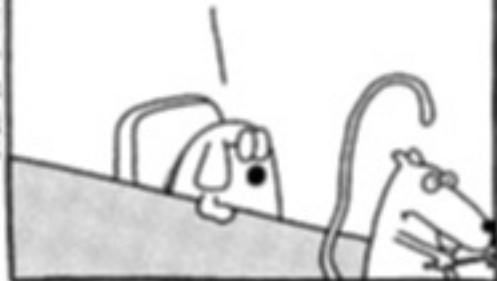
I COULD HAVE
BEEN A FOREST
RANGER, BUT
NO-O-O-O...



I'M CHANNELING ALL OF
MY PAIN AND HOSTILITY
INTO MY ART.



ALL I SEE IS A
BOWL OF FRUIT.



THE BANANA
HATES THE APPLE.



TELL ME WHAT YOU
THINK, AND DON'T
TRY TO SPARE MY
FEELINGS.



IT'S A HIDEOUS COMPOST
OF RANDOM COLORS. IT
SEEMS BOTH HACKNEYED
AND POORLY EXECUTED.
IT'S AN EMBARRASSING
PROOF OF YOUR UTTER

LACK OF
TALENT.



AS FOR YOU
PERSONALLY,
SPEND SOME
TIME ON A
"STAIRMASTER."

STICK TO
THE ART,
PLEASE!



Delbert

By Scott Adams



...THEREFORE, I
RECOMMEND THAT WE
SWITCH TO THE NEW
TECHNOLOGY... ANY
QUESTIONS?

DELBERT, ARE YOU
WILLING TO BET
YOUR CAREER ON
THIS?

YES, I WOULD
DEFINITELY BET
MY CAREER.

YOU WOULD TOO
IF YOU HAD MY
CAREER.

I HAVE A VIEW GRAPH
WHICH ANTICIPATED
YOUR QUESTION.

THIS CHART TRACKS MY
DECLINING SENSE OF
SELF-WORTH AS MY
CAREER PROGRESSES.

AT THE LOW-POINT, HERE,
I'M REDUCED TO ANSWERING
IMDECIBLE QUESTIONS
WHILE POINTING A
LITTLE STICK
AT THE WALL.

HOW DID THE
PRESENTATION
GO?

THERE'S SUCH A
THING AS BEING
TOO PREPARED.

IT'S CALLED MULTIMEDIA,
DOGBERT. NOW I CAN INCLUDE
VIDEO AND MUSIC WITH
MY COMPUTER PROGRAMS.



THIS MORNING I ADDED
MY FACE PLUS THE THEME
SONG FROM "STAR WARS"
TO MY BUDGET SPREAD-
SHEET.



I ALREADY
FORGOT HOW
I SURVIVED
WITHOUT
IT.

IT CAN GET
PRETTY UGLY
WHEN SCIENCE
AND ART
COLLIDE.



WHEN I STARTED
PROGRAMMING, WE DIDN'T
HAVE ANY OF THESE
SISSY "ICONS" AND
"WINDOWS."



ALL WE HAD WERE ZEROS
AND ONES -- AND
SOMETIMES WE DIDN'T
EVEN HAVE ONES.



I WROTE AN
ENTIRE
DATABASE
PROGRAM
USING ONLY
ZEROS.



YOU HAD
ZEROS? WE
HAD TO USE
THE LETTER
"O."

I'M TESTING MY
THEORY THAT GOOD
ADVERTISING CAN
SELL ANYTHING.



SO I ASKED MYSELF
"WHAT IS THE THING
LEAST DESIRED ON
EARTH?"



LADIES!
DATE A DILBERT
CALL
510-803-9338

QUANTITIES ARE LIMITED



I JUST HEARD
THAT LIGHT
TRAVELS FASTER
THAN SOUND.

I'M WONDERING IF I
SHOULD SHOUT WHEN I
SPEAK, JUST SO MY
LIPS APPEAR TO SYNC-
UP WITH MY WORDS.

A LITTLE
KNOWLEDGE
CAN BE A
RIDICULOUS
THING.

HE PROBABLY
HASN'T
HEARD ME
YET.

HERE ARE THE FLOWERS
AND THE NON-REFUNDABLE
DATE DEPOSIT.



THIS DISKETTE HAS MY
DATING HISTORY, PERSONAL
REFERENCES, AND FULL
FINANCIAL DISCLOSURE.



WHEN MAY
I EXPECT THE
REJECTION
NOTICE?



I CAN GIVE
YOU A
VERBAL
NOW...



WHY DO WOMEN WRITE
LETTERS TO GUYS WHO
ARE IN PRISON?



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MAYBE IF I COMMIT
A CRIME I CAN GO TO
PRISON JUST LONG
ENOUGH TO IMPROVE
MY SOCIAL LIFE.



WHY NOT
DO A
PERSONALS
AD INSTEAD?



Dilbert

By Scott Adams



HI, RATBERT.
MAY I HAVE
SOME CHIPS?



NO, SORRY. THERE
ARE ONLY ENOUGH
FOR ONE.



DID YOU HEAR
ABOUT THE LATEST
BRAIN RESEARCH?



SCIENCE HAS PROVEN THAT
THE PART OF THE BRAIN
RESPONSIBLE FOR CONSCIOUS
THOUGHT DOESN'T SHOW ANY
STIMULATION UNTIL
AFTER YOU ACT.



THAT MEANS YOU NEVER
MAKE CONSCIOUS
DECISIONS; ALL YOU DO
IS RATIONALIZE WHAT
YOU'VE DONE AFTER THE
FACT.



YOUR LIFE IS NOTHING BUT
A SERIES OF ABSURD
RATIONALIZATIONS FOR
THE RANDOM INTERACTION
OF CHEMICALS IN
YOUR BRAIN.



AAAGH!!!
MY LIFE IS
ABSURD!!



THAT WAS MEAN, BUT
ARGUABLY I COULDN'T
CONTROL MYSELF.



WE MUST USE ALL OF THE
RESOURCES OF THE "COW
AND EGG" LOBBY TO
COUNTER THE LATEST
THREAT FROM THE
VEGETARIANS.



3-Adams

SOMEHOW THEY'VE
MANAGED TO LINK FOOD
WITH HEALTH... THEY
INVENTED A "NUTRITION
PYRAMID" CHART AND GOT
SCHOOLS TO USE IT...



9-14

KIDS, THIS IS
A LITTLE DIFFER-
ENT FROM THE
WAY I LEARNED
IT...



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DOGBERT, WE NEED
YOU TO BECOME THE
CHARISMATIC
LEADER OF OUR
VEGETARIAN
MOVEMENT.



J. Adams

WE TRIED TO PICK A
LEADER FROM OUR
RANKS, BUT MOST
OF US ARE ... UH...
WELL...



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SCRAWNY WIMPS?

YEAH, BUT
DECEPTIVELY
HEALTHY.



DOGBERT, I DON'T UNDERSTAND WHY YOU, OR ANYBODY, WOULD BECOME A VEGETARIAN.



YOU MEAN, WHY DON'T I TAKE DEAD ANIMALS, COOK THEM UNTIL THEY BECOME CARCINOGENIC, THEN EAT THEM INSTEAD OF SOMETHING NUTRITIOUS? IS THAT YOUR QUESTION?

5-Adams



EXACTLY. IS THERE ANY GOOD REASON? HAVE YOU JOINED A CULT?

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APPARENTLY.

PANTO ARE YOU DOGBERT,
WHEEZE PANT THE
NEW LEADER PANT
OF THE VEGETARIAN
MOVEMENT?

YES

S. Adams

I HAVE A PANT PANT
WARNING FROM THE
PANT COW AND EGG
INDUSTRY... PANT
YOU MUST **ERK!**

9-17

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IN RETROSPECT, IT WAS
PRETTY CLEVER OF US
TO RENT A THIRD FLOOR
COMMAND CENTER WITH
NO ELEVATOR.

HEY, DOGBERT,
EVERYBODY IS
TALKING ABOUT
YOU AT THE
LAB.

REALLY?



THE "COW AND EGG" INDUSTRY
IS GOING TO DISCREDIT
YOUR VEGETARIAN MOVE-
MENT. THEY PAID US TO
PROVE MEAT
IS HEALTHY.

WHAT'S YOUR
ROLE?



I PLAY THE RAT
WHO IRONICALLY
CHOKES TO DEATH
ON A CARROT
DURING THE
NEWS CONFER-
ENCE.

GREAT...
I'LL HAVE
TO SEE
THAT ON
CNN ABOUT
A JILLION
TIMES.

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VEGETARIANS, WE MUST
MARCH TO THE CAPITOL
TO PROTEST THE KILLING
OF ANIMALS!



THAT'S
A MILE
AWAY.

CAN WE
DRIVE
INSTEAD?

OR MAYBE
WRITE
LETTERS?



NEVER LEAD
A REVOLUTION
OF PEOPLE WHO
ONLY OWN
PLASTIC AND
WOODEN SHOES.

I TRY TO
AVOID IT.



Dogbert

By Scott Adams



THERE... I THINK I'VE
INVENTED A WAY TO
SEND VAST AMOUNTS OF
DATA WITHOUT FIBER
OPTIC CABLES.



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IT'S A SIMPLE APPLICATION
OF J.S. BELL'S THEOREM. HE
SHOWED THAT IF YOU BREAK
UP A MOLECULE AND CHANGE
THE SPIN OF ONE ELECTRON,
THE SPIN OF THE OTHER
ELECTRONS ORIGINALLY
JOINED WILL IMMEDIATELY
CHANGE TOO, NO
MATTER WHERE
THEY ARE.



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WHAT DO YOU THINK
THE FIBER OPTIC
INDUSTRY WILL
GIVE ME FOR
THIS?

A HORSE'S
HEAD IN
YOUR BED.



FROM THE LOOKS OF YOUR
GARBAGE, YOU'VE INVENTED
SOME SORT OF MOLECULE
BIFURCATION COMMUNICATOR.



S. Adams

AH, YES, EINSTEIN THOUGHT
THIS TYPE OF THING MIGHT
WORK. PHYSICIST JOHN
STUART BELL KIND OF
FLESHED IT OUT IN 1964.
BUT YOU'VE REALLY ADDED
SOMETHING...



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SPECIFICALLY,
YOU'VE ADDED
THIS CALCULATION
ERROR HERE.



HIS NAME IS DILBERT. HE
INVENTED SOMETHING THAT
WOULD MAKE OUR ENTIRE
PRODUCT LINE OBSOLETE.



J. Adams

DO YOU HAVE
A PLAN?



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UH... I COULD
WAX YOUR DESK
WITH MY HAIR
AGAIN.



IT'S JUST
CRAZY ENOUGH
TO WORK.

I'VE RECEIVED DEATH
THREATS BECAUSE OF MY
NEW PATENT. SO
I AUGMENTED OUR
HOME SECURITY
SYSTEM.



THE SIDEWALK IS RIGGED
TO GIVE AN ELECTRIC SHOCK,
THUS DISARMING THE
INTRUDER. THEN A SPRING
CATAPULTS HIM TO THE
CITY LANDFILL.

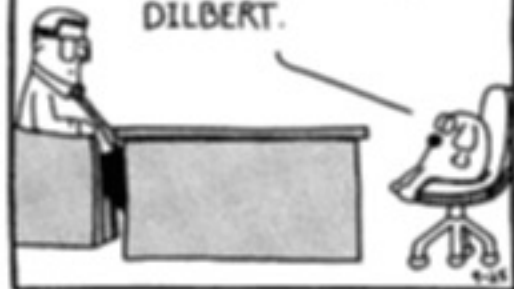


AAGH!
FLING

THE MAIL IS
HERE.



I HEARD YOU'RE LOOK-
ING FOR A HIT MAN
TO ELIMINATE AN
INVENTOR NAMED
DILBERT.



FOR A MILLION DOLLARS
I CAN DELIVER HIS
HEAD ON A PLATTER .

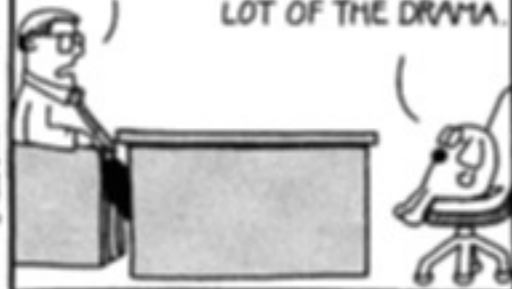
5. Action 3



DOES IT
HAVE TO
BE ON A
PLATTER?

I'VE TRIED USING
THOSE TUPPERWARE
LETTUCE CRISPERS,
BUT IT LOSES A
LOT OF THE DRAMA.

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HERE IS PHOTO PROOF
THAT I COMPLETED MY
HIT-MAN CONTRACT
ON DILBERT.

EXCELLENT.

HERE HE IS, SITTING
LIFELESS IN HIS
STUFFED CHAIR.

IT LOOKS
LIKE HE'S
JUST
WATCHING
TELEVISION.

TECHNICALLY, MY
CONTRACT DOESN'T
SAY I MUST KILL
HIM. IT SAYS I
MUST "PROVE HE
HAS NO LIFE."

S. Adams

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Dilbert

By Scott Adams



DETECTIVE RESEARCH
ON YOUR POTENTIAL
ROMANTIC PARTNER.



I'M CONSIDERING
DATING A MAN,
BUT I'M WORRIED.

WHAT'S HIS
NAME?



BILL... HIS NAME
IS BILL.



AHH... BILL... YES.
I KNOW ALL ABOUT
BILL.



BILL HAS A HUGE
EGO. ALL HE THINKS
ABOUT IS HIMSELF.



HE HAS NO EMOTIONAL
DEPTH AND HE THINKS
OF YOUR CONVERSATIONS
AS MERE CHATTER. HE
WANTS YOUR BODY, NOT
YOUR MIND.



SEVERAL TIMES A
DAY, BILL IMAGINES
HIMSELF WITH
DIFFERENT WOMEN.



DARN. THIS TIME I
THOUGHT I'D FOUND A
NORMAL GUY.

I HAVE SOME
REALLY BAD
NEWS FOR
YOU.



I'VE DECIDED
TO BECOME A
DEMAGOGUE.



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I'LL FIND SOME ISSUE
THAT APPEALS TO THE
EMOTIONS AND BLIND
PREJUDICES OF THE
MASSES, THEN I'LL WHIP
IT INTO A MEDIA FRENZY
AND BECOME A NATIONAL
FIGURE.



FOR EXAMPLE,
UNMARRIED
MEN ARE
RESPONSIBLE
FOR MOST OF
OUR
VIOLENT
CRIMES.

THAT'S BECAUSE
WE TEND TO
HAVE PETS.



"UNMARRIED MEN COMMIT
NINETY PERCENT OF ALL
VIOLENT ACTS. THEY
SHOULD ALL BE JAILED IN
ADVANCE TO PREVENT
FURTHER ATROCITIES."



"AND I SHOULD BECOME
A MEDIA SENSATION
FOR SUGGESTING SUCH
A PROVOCATIVE THING.
THE END"



IT'S HARD TO WRITE
A WHOLE BOOK WHEN
YOU'RE AS GIFTED AS
I AM AT GETTING TO
THE POINT.



MY GUEST FOR TODAY'S SHOW
IS DOGBERT, AUTHOR OF
THE ONE-PAGE BOOK
"UNMARRIED MEN ARE SCUM."



YOUR THEORY IS THAT ALL
UNMARRIED MEN SHOULD
BE JAILED FOR LIFE,
THUS ENDING MOST CRIME.



EXACTLY.

WHAT IF THEY TRY
TO BEAT THE SYSTEM
BY GETTING
MARRIED?



SERVES 'EM
RIGHT.

I'M FOLLOWING IN
YOUR FOOTSTEPS
SO I CAN BE A
DEMAGOGUE TOO.



YOUR BOOK "UNMARRIED
MEN ARE SCUM" WAS SO
SUCCESSFUL THAT I DECIDED
TO WRITE MY OWN HATE
BOOK DISGUISED AS
SCIENCE!



I CALL IT
"MOLES ARE
MORONS."



WERE YOU
AWARE THAT
MOLES HAVE A
STRONG UNDER-
GROUND MOVE-
MENT?



I MUST WARN YOU
THAT I HAVE AN
OBSESSIVE PERSON-
ALITY.



S. Adams

IF I SPEND A MOMENT
WITH A MAN I FALL
COMPLETELY IN LOVE.
I THINK OF ONLY HIM.
I... I BECOME HIS
SLAVE.



10-2

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ARE YOU
SAYING...

YES. I'M IN
LOVE WITH
OUR WAITER.



HAVE YOU EVER
HAD A STRANGE
DREAM OR A
NOSEBLEED?

YES.

IT'S CLEAR THAT YOU'RE
SUPPRESSING MEMORIES
OF BEING ABDUCTED
BY ALIENS. I CAN USE
HYPNOSIS TO GET AT
THOSE MEMORIES.

WHAT IF THE HYPNOSIS ITSELF
MAKES ME THINK IT HAPPENED
WHEN IT DIDN'T? I'LL BE
SCORNEED AND RIDICULED
FOR LIFE.

THAT'S A RISK
I'M WILLING TO
TAKE.

Dilbert

By Scott Adams



DO YOU THINK
IT'S BETTER TO
BE SMART OR
GOOD-LOOKING,
DOGBERT?

I'VE BEEN BOTH
FOR SO LONG, IT'S
HARD TO BE
OBJECTIVE.

IT'S HYPOTHETICAL.
SUPPOSE YOU HAD
TO PICK ONE.

I'D STAY AS I AM:
SMART, GOOD-LOOKING
AND TALENTED.

YOU CAN'T ADD STUFF.
YOU HAVE TO START
WITH NOTHING AND
PICK EITHER BRAINS
OR GOOD LOOKS.

AND WITTY TOO...
SMART, GOOD-LOOKING,
TALENTED AND
WITTY.

NO, NO, NO... SUPPOSE
YOU HAD NONE OF
THOSE QUALITIES. WHAT
WOULD YOU DO THEN?

I'D PROBABLY
ANNNOY MY DOG.
SAME AS YOU.

YOU ARE IN A DEEP SLEEP...
NOW, WHILE UNDER
HYPNOSIS YOU CAN DRAW
THE ALIENS WHO ABDUCTED
YOU.

SADDER

HINT: THEY ALL
LOOK EXACTLY
LIKE "E.T."

WOW! I
DREW
THAT??

THEY USUALLY
COME BACK FOR
YOU. BETTER
KEEP A BAG
PACKED.

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I DIDN'T REMEMBER BEING
ABDUCTED BY ALIENS UNTIL
YOU HYPNOTIZED ME. BUT
NOW I REMEMBER THEY
LOOKED LIKE "E.T."



I REMEMBER BEING IN
A DARK ROOM WITH
ROWS OF SEATS. THEY
FED US A POPCORN-LIKE
SUBSTANCE. MY FEET
WERE STUCK TO THE FLOOR.

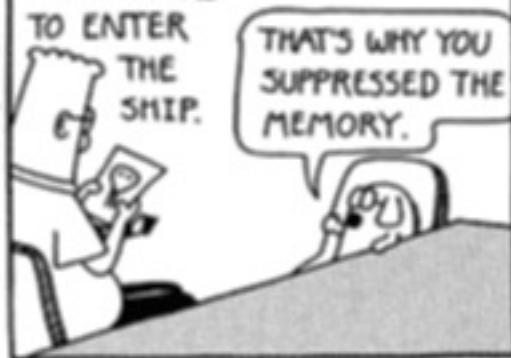
S. Adams



I RECALL BEING DISGUSTED
THAT THEY CHARGED ME
SIX DOLLARS
TO ENTER
THE SHIP.

THAT'S WHY YOU
SUPPRESSED THE
MEMORY.

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I'M A GENERAL
FROM THE DEPART-
MENT OF GOVERN-
MENT COVER-UPS.



-J Adams

IF YOU TELL YOUR U.F.O.
ABDUCTION STORY TO
THE PRESS WE'LL SLAY
YOU WITH UNTRACEABLE
POISON.



14-3

I DON'T THINK I'M
GETTING A GOOD
VALUE FOR MY
TAX DOLLAR
HERE.



BREATH MINT?



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THE GOVERNMENT SENT A
GENERAL TO KILL ME FOR
TALKING ABOUT MY
ENCOUNTER
WITH SPACE
ALIENS.



I WAS SCARED AT FIRST.
BUT WHEN YOU THINK
ABOUT THE GOVERNMENT'S
TRACK RECORD, WELL,
MY ODDS ARE PRETTY
GOOD...

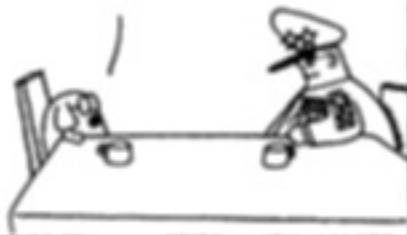


ESPECIALLY
AFTER ALL
THE BUDGET
CUTBACKS.

DANG IT!
WHERE'S
MY AIR
SUPPORT?!!



GENERAL, I DON'T UNDERSTAND WHY THE GOVERNMENT IS TRYING TO COVER UP ALL THE U.F.O. ENCOUNTERS.



S. Adams

PEOPLE WOULD LOSE FAITH IN THEIR GOVERNMENT IF THEY KNEW ALIENS WERE ABDUCTING PEOPLE AND WE WERE HELPLESS TO STOP THEM.



10-9

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SO, TO MAINTAIN CONFIDENCE IN THE GOVERNMENT, YOU USE OUR TAXES TO KILL THE CITIZENS WHO FIND OUT?

IS THAT SO BAD?



WE CAN ONLY
SPECULATE WHY
ALIENS KEEP
ABDUCTING
PEOPLE.



THEY OFTEN PROBE
PEOPLE'S BODY CAVITIES.
SOMETIMES THEY IMPLANT
SMALL OBJECTS. IT MUST
BE SOME FORM OF HIGHLY
ADVANCED MEDICAL
RESEARCH.



HOW ABOUT
ANOTHER ROUND
OF "HIDE THE
PELLET"?



OKAY. I
CAN USE
MY NOSE
PROBER.



Dilbert

By Scott Adams



SOMEWHERE OUT THERE
IS THE WOMAN WHO
IS PERFECT FOR
ME.



BUT HOW WILL I
RECOGNIZE HER?
HOW WILL I KNOW
SHE'S THE ONE?



MEANWHILE, SOMEWHERE
"OUT THERE"...

OKAY, I AGREE THAT IT
SEEMS LIKE CATS OWN
PEOPLE, BUT IT'S
NOT ACTUALLY
THE LAW.



THEY SAY EVERYBODY HAS A
PERFECT ROMANTIC MATCH...



AND THEY SAY THE KEY TO
A LIFE OF HAPPINESS...



...IS TO AVOID THAT PERSON
AT ALL COSTS.



UH-OH... I SMELL A
CREATIVE IDEA BEING
FORMED SOMEWHERE
IN THE BUILDING.

SNIFF
SNIFF

5 Adams

I MUST
FIND IT
AND CRUSH
IT.

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HEY, THIS
IS NEW.

SUGGESTION
BOX

IT'S A
TRAP!!

I JUST RECEIVED
YOUR EMPLOYEE
SUGGESTION.



WE'LL HANDLE IT THE
USUAL WAY -- BY MAKING
YOU SIT UNDER A WET
BLANKET SURROUNDED
BY IMBECILES.

3-Adams

10-16



AT LEAST
THERE'S A
PROCESS.

EXPLAIN
YOUR
SUGGESTION
AGAIN.



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MOST HANDSOME
MEN ARE SELF-
CENTERED JERKS.



5 Adults

BUT YOU'RE
DIFFERENT...
YOU'RE ...



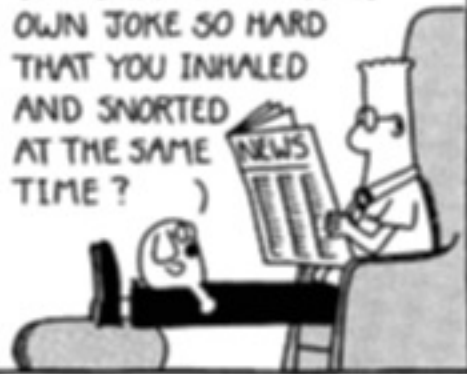
CONSIDERATE?

UGLY.



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REMEMBER THE TIME
YOU LAUGHED AT YOUR
OWN JOKE SO HARD
THAT YOU INHALED
AND SNORTED
AT THE SAME
TIME ?)



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THEN YOU CHOKED ON
YOUR OWN SPIT, WHICH
CAUSED YOU TO LURCH
OVER AND BONK YOUR
HEAD ON THE COFFEE
TABLE...



I'M IGNORING YOU.

WHO SAYS
YOUR LIFE IS
BORING ?



Dilbert

By Scott Adams



I'M COLLECTING
MONEY FOR
MARY'S BIRTH-
DAY GIFT.

HOW MUCH
DO YOU WANT?

OH, IT'S
TOTALLY UP
TO YOU.

HOWEVER, THE USUAL
ACCEPTED LEVELS
ARE, IN EFFECT...

TEN DOLLARS FROM HER
BOSS AND ANYBODY ELSE
WHO THINKS IT WOULD
IMPROVE HIS ODDS
OF BECOMING ROMANTIC-
ALLY INVOLVED WITH
HER.

FIVE DOLLARS FROM
MALE CO-WORKERS
WHO FEEL THEIR
MANHOOD WOULD BE
THREATENED BY
A SMALLER GIFT...

ONE DOLLAR IF
YOU'RE A SECRETARY
OR IF NOBODY IS
WATCHING...

OR YOU CAN JUST
RUFFLE THE MONEY
ALREADY IN THE
ENVELOPE AND ACT
LIKE YOU GAVE FIVE.

LET'S SAY YOU
FALL INTO
MORE THAN ONE
OF THOSE
CATEGORIES...

ENGINEERS...

I'VE DECIDED
TO BECOME A
DOCTOR.



PEOPLE HAVE TO SUCK UP
TO DOCTORS, OTHER-
WISE THEY STICK BIG
NEEDLES INTO YOUR
BODY FOR PRACTICALLY
NO REASON AT ALL.



A LOT OF
CAREERS
DON'T OFFER
THAT KIND
OPPORTUNITY.

YEAH, IT'S NOT
THE SAME WITH
A STAPLER.



HOLD STILL WHILE
DOCTOR DOGBERT
WHACKS YOUR
KNEE.



3 Adams

AAK... CRIME IS
SOCIETY'S FAULT...
RAISE TAXES TO
FEED THE POOR...
STOP NUCLEAR
RESEARCH... SAVE
THE ...



TAP

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APPARENTLY YOU'RE
A KNEE-JERK
LIBERAL. YOU CAN
LIVE A NORMAL
LIFE BUT YOU'LL BE
ANNOYING AT
PARTIES.





YOU HAVE A MILD
FLU, AND NORM-
ALLY YOU WOULD
SURVIVE.

HOWEVER, IN THIS BRIEF
VISIT I'VE DEVELOPED NO
REAL EMPATHY FOR YOU,
SO I'VE DECIDED TO LET
YOU DIE.

IS THERE ANYTHING I
CAN DO ?!

WELL... UNLESS
YOU CAN AFFORD
MY NEW
"AMBASSADOR
CLASS" SERVICE.

ATTENTION,
ALL PATIENTS!



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I HAVE TURBOCHARGED
THE X-RAY MACHINE AND
AIMED IT AT THE WAITING
ROOM. EVERYBODY CLOSE
YOUR EYES FOR FIVE
MINUTES THEN LEAVE.
YOUR DIAGNOSES WILL
ARRIVE BY MAIL.



IT WAS A STROKE OF
GENIUS TO SCHEDULE
ALL OF THE HYPOCHON-
DRIACS FOR THE SAME
HOUR.



DOGBERT'S
DATING
SERVICE

I'D LIKE TO
SIGN UP.

ALTHOUGH DEEP DOWN I
KNOW THAT ALL OF THE
PEOPLE IN YOUR SERVICE
ARE MEN, I CLING TO THE
FANTASY OF MEETING THE
WOMAN WHO MODELED
FOR YOUR
BROCHURE.

SHE'S TAKEN, BUT
I CAN MATCH YOU
WITH SOMEBODY
NAMED "FRANCIS"
OR "KRIS."

THERE'S
HOPE!

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I'LL SEARCH MY
DATE-A-BASE
FOR WOMEN WHO
WANT A NICE GUY
AND DON'T CARE
ABOUT LOOKS.



3/10/93

ALL I'M GETTING ARE
SOME QUOTES FROM
GUESTS ON "DONAHUE,"
BUT THEY DON'T SEEM
SINCERE.



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MAYBE IF I
EXPAND THE
SEARCH TO
INCLUDE ALL
PRIMATES...



WHY DID YOU
ADD "DON'T CARE
ABOUT LOOKS"?



Dilbert

By Scott Adams



DILBERT, I THINK IT WOULD BE BETTER IF WE WERE JUST FRIENDS.

OKAY.

OKAY?? HE TOOK IT TOO EASY. I SHOULD BARGAIN FOR MORE.

I MEAN... FRIENDS WITH OTHER PEOPLE. YOU AND I WOULD JUST BE ACQUAINTANCES.

OKAY.

STILL TOO EASY. I CAN GET MORE.

I DON'T MEAN THE KIND OF ACQUAINTANCES THAT COULD BECOME FRIENDS... IT WOULD BE MORE LIKE YOU WERE AN EX-EMPLOYEE OF MINE.

OKAY.

YEAH, THAT'S IT. YOU CAN BE MY EX-BUTLER, WHO I FIRED FOR STEALING STUFF.

OKAY.

WHAT'S GOING ON HERE?

GOOD. IT LOOKS LIKE THE WINDOW OF OPPORTUNITY IS STILL SLIGHTLY OPEN.

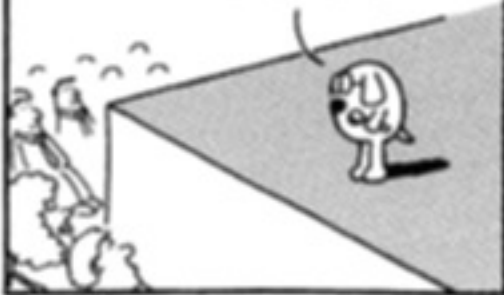
SO, YOU'RE A TIME
MANAGEMENT EXPERT
HUH? MIGHT BE
USEFUL... I'LL LET
YOU KNOW...

DECIDE NOW! DO IT!
DO IT, DO IT! NOW
NOW NOW NOW!

YOU'RE GOOD... WHEN
CAN YOU START?

I'LL GET
BACK TO
YOU.

WELCOME TO THE
"DOGBERT TIME
MANAGEMENT
LECTURE SERIES."



5-Adapted by © 1982 United Feature Syndicate, Inc.

SORRY I'M AN HOUR LATE,
BUT I WAS GIVING
ANOTHER LECTURE ACROSS
TOWN... IN EFFECT,
I'LL COMPLETE TWO JOBS
WHILE YOU SIT IN THE
DARK LIKE STUNNED
CATTLE.



I DON'T MEAN TO
RUB IT IN, BUT
MOOOO...



EVERY PERSON HAS NATURAL
DAILY RHYTHMS OF MENTAL
PEAKS AND TROUGHS.
WE CAN USE THIS
KNOWLEDGE TO
IMPROVE YOUR
PERFORMANCE.



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WE USE HOURLY BODY
TEMPERATURE READINGS
TO IDENTIFY AND
AVOID THE TROUGHS.



One o'clock. We have
encountered a severe
trough. I fear it
could be the dreaded
"El Niño" trough.



I'M AFRAID YOUR
COMPANY IS BEING
HIT BY AN
EL NIÑO
CIRCADIAN
TROUGH.

WHAT'S
THAT?

ONCE A DECADE, THE
NATURAL BODY RHYTHMS
OF ALL THE EMPLOYEES
REACH THEIR MENTAL
LOW POINT AT THE SAME
TIME.

IT'S BEST
TO AVOID
ANY FORM
OF MENTAL
ACTIVITY.

STAFF
MEETING!

LET ME SHOW YOU
WHERE THE INFORMATION
IS IN YOUR BINDER.



FIRST, I'LL NEED A
GOOD LOAD OF SALIVA
ON MY PAGE-TURNING
HAND.



MAYBE YOU
CAN SHOW ME
IN YOUR
BINDER.

CAN'T...
SOMEHOW MY
PAGES GOT
ALL STUCK
TOGETHER.

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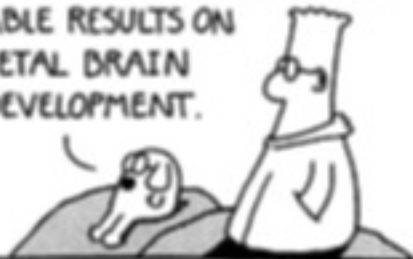


IT'S AMAZING THAT PEOPLE
BELIEVE IN ASTROLOGY... AS
IF THE STARS COULD AFFECT
YOUR PERSONALITY.



WELL, SEASONAL DIFFERENCES
IN DIET, SUNLIGHT AND
NATURAL RHYTHMS COULD
AFFECT EXPECTANT MOTHERS,
WHICH COULD HAVE PREDICT-
ABLE RESULTS ON
FETAL BRAIN
DEVELOPMENT.

J. Adams



MAYBE THE
ANCIENTS
SIMPLY USED
THE STARS
TO MEASURE
THE TIMING
OF THESE
PATTERNS.

IF THEY WERE
SO SMART, WHY
DIDN'T THEY
INVENT
WATCHES?



Dilbert

By Scott Adams



I'VE FAILED
THE DRIVING
TEST NINE
TIMES. CAN
YOU HELP?

DOGBERT'S
DRIVING
SCHOOL

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I SPECIALIZE IN THE
PROBLEM CASES. JUST
SIGN THE APPLICATION
FORM.

WAIT... I'VE SEEN ONE
OF THESE BEFORE. YES,
THERE'S SOMETHING
SPECIAL ABOUT THE
POINTY END... BUT
WHAT?

UH
OH

SIGN ME
UP, LITTLE
DOGGIE-DUDE.

DOGBERT'S
DRIVING
SCHOOL



WE'LL BEGIN WITH A FILM
ABOUT GRUESOME
HIGHWAY ACCIDENTS. IT
IS INTENDED TO SHOCK
YOU INTO DRIVING
SAFELY.



REALLY?
PEOPLE GET
SHOCKED
BY THIS?

I'LL BE
FOLLOWING
YOUR CAR
IN A
HELICOPTER.



WITH YOUR RIGHT HAND,
INSERT A CD INTO THE
STEREO... GOOD.



NOW SIGNAL LEFT!
ANSWER THE CAR PHONE!
DEFROST THE REAR
WINDOW! HONK IF YOU
LOVE FISHING!



FORTUNATELY,
WE'RE ONLY IN
THE DRIVING
SIMULATOR.

DO YOU BOYS
WANT TO
TAKE IT FOR
A TEST
DRIVE?



SOMETIMES I WORRY
THAT I'LL NEVER BE
CREATIVE AGAIN.
MAYBE MY BEST IDEAS
ARE BEHIND ME.

OH, I WOULDN'T
WORRY. NOTHING
YOU'VE DONE UP TO
NOW HAS BEEN ANY
GREAT SHAKES EITHER.

OOH, SO MAYBE
MY BEST WORK
IS STILL AHEAD
OF ME.

WELL, YOU HAVE
TO CONSIDER
THE TRACK
RECORD
HERE.

MY PROBLEM IS
THAT OTHER PEOPLE
KEEP TRYING TO
DRAG ME DOWN,
BOB.



MY THEORY IS THAT
PEOPLE DENIGRATE ME
BECAUSE IT MAKES THEM
FEEL SUPERIOR IN
COMPARISON.



SOUNDS LIKE
A STUPID
THEORY TO
ME.



5. Adams

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WHY ARE
YOU SO
GLUM?

IT'S LONELY
WHEN DOGBERT
IS AWAY.

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LONELY? HA! LET ME
ENTERTAIN YOU WITH
A LITTLE DANCE NUMBER.
THEN WE'LL BOND AND
I'LL REPLACE DOGBERT
AS YOUR BEST FRIEND!

NOW I'M LONELY
AND I HAVE A
DANCING RAT.

Dilbert

By Scott Adams



YOU SHOULD READ BOOKS INSTEAD OF WATCHING TELEVISION ALL THE TIME, DOGBERT.

WHY?

BOOKS ARE MORE EDUCATIONAL BECAUSE THEY DON'T HAVE ANY SOUND OR PICTURES.

AND BOOKS ARE CHALLENGING BECAUSE IT TAKES HOURS TO READ SOMETHING THAT TELEVISION COULD CONVEY WITH ONE IMAGE.

AND BOOKS MAKE YOU THINK BECAUSE THEY HAVE MORE COMPLEX PLOTS.

IN FACT, YOU CAN READ ENTIRE BOOKS WITHOUT EVEN FIGURING OUT WHAT THE STORY WAS ABOUT.

NOW, COMPARE ALL THAT WITH THE JUNK YOU'RE WATCHING.

I JUST WATCHED THE STORY OF HOW DNA WAS DISCOVERED, THEN LEARNED TO BAKE A CAKE FROM SCRATCH, AND NOW I'M LEARNING THE CAUSES OF GLOBAL WARMING.

WHAT ARE YOU READING?

IT'S CALLED "THE POODLE WHO KILLED."

WHAT HAPPENED
TO YOU?

I ASKED
FLOYD A
QUESTION.



FLOYD HATES HIS JOB,
SO HE TAKES IT OUT ON
CO-WORKERS. HE ALMOST
CHEWED MY CLOTHES
OFF.



HOW'D
YOU
STOP
HIM?

HE WENT INTO
SYNTHETIC SHOCK;
IT'S NOT HEALTHY
TO EAT TOO MUCH
OF THIS STUFF.



WHAT?! YOU THINK I'LL
HELP YOU JUST BECAUSE
I'M YOUR CO-WORKER??
HA! I HATE CO-WORKERS!

ALL I NEED
IS...

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I HATE THIS JOB! I HATE
EVERYTHING! THE ONLY
THING I LIKE IS BEING
MEAN TO CO-WORKERS
WHO NEED THE VITAL
INFORMATION THAT I
CONTROL!

11-40

IF YOU THINK
YOU HATE HIM,
YOU SHOULD TRY
BEING HIS
SECRETARY.

EVERYBODY PICK A STRAW.
THE LOSER HAS TO KILL
OUR ABUSIVE CO-WORK-
ER, FLOYD.



Salerno © 1992 United Feature Syndicate, Inc.

DILBERT LOSES. HE
PICKED THE BLUE
STRAW.



I THOUGHT THE SHORT
STRAW LOSES.



YOU'RE ALREADY
A MURDERER;
DON'T BE A CHEAT-
ER TOO.

THE GUYS IN THE OFFICE
DECIDED THAT SOMEBODY
MUST KILL FLOYD THE
BUDGET MANAGER BECAUSE
HE'S SO MEAN
TO US.



THEY WANT ME TO KILL
HIM. BUT I CAN'T DO
IT. I'M A LOVER, NOT
A KILLER.



TECHNICALLY,
YOU'RE
NEITHER. IS THAT
MY FAULT?



I'VE GOT TO TELL YOU, FLOYD,
THAT YOUR CO-WORKERS ARE
SO FED UP WITH YOUR
ATTITUDE THAT THEY
ASKED ME TO ... UH...
KILL YOU.

WHAT??!

HEM-HEM... OF COURSE
THERE'S NO WAY I'D
ACTUALLY...

ERK!
MMPH...

I'M REALLY GOING
TO HAVE TO DRESS
THIS UP ON MY
QUARTERLY ACCOMP-
LISHMENT REPORT.

WE HEARD YOU
KILLED FLOYD,
OUR UNBEAR-
ABLE CO-WORK-
ER, YESTERDAY.

NO. I WAS
THERE, BUT
HE CHOKED ON
HIS OWN BILE.



WHAT DID YOU
DO - PERFORM
FIRST AID? CALL
AN AMBULANCE?

I DON'T
KNOW
FIRSTAID.



UH...
CAN I USE
YOUR PHONE?



Dibbert

By Scott Adams



THE TINY NATION
OF ELBONIA HAS
ERUPTED IN CIVIL
WAR.



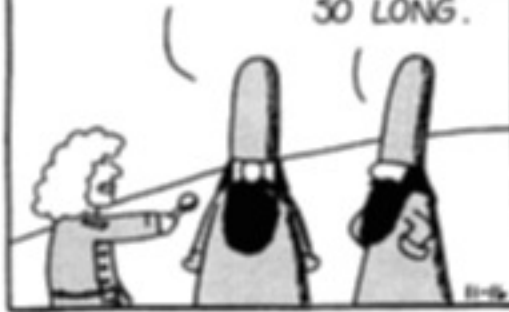
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WHAT CAUSED YOU
TO TURN YOUR WEAPONS
ON YOUR OWN PEOPLE?



WEAPONS?
WE CAN USE
WEAPONS?

WELL, NO
WONDER IT
WAS TAKING
SO LONG.



THE PRESIDENT
OF ELBONIA ASKED
ME TO NEGOTIATE
AN END TO THEIR
CIVIL WAR.

WHY
YOU?

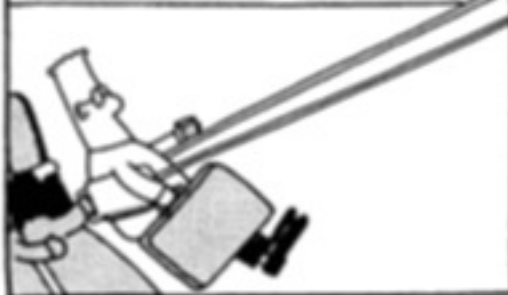
NO DOUBT HE WAS
IMPRESSED BY MY
DIPLOMACY WHEN I WAS
AN ECONOMIC ADVISOR...
I JUST WISH I DIDN'T

HAVE TO
FLY ON
ELBONIA
AIRLINES.

ELBONIA

...AT HIS WEIGHT, WE CALC-
ULATE THAT ELBONIA AIR-
LINES WILL FLING HIM RIGHT
ON THE REBEL LEADER.

DILBERT TAKES ELBONIA AIR-
LINES. HE'S BEEN ASKED TO
NEGOTIATE AN END TO THE
ELBONIAN CIVIL WAR.



I CAN SUCCEED IF I
FIND SOME WAY TO
IMPRESS THE REBEL
LEADER THEY
CALL "THE
FOX."



THE FOX IS
DEAD !!



YOU CRUSHED OUR LEADER.
NOW YOU MUST BE THE
NEW REBEL
LEADER.

I'M A DIPLOMAT,
ON A PEACE
MISSION.

A WISE ELBONIAN
ONCE SAID "IN A
RACE BETWEEN A
ROCK AND A PIG,
DON'T VARNISH
YOUR CLAMS."

THAT'S
STUPID.

WHAT KIND
OF DIPLOMAT
ARE YOU??

FIRST DAY ON
THE JOB ...
GIMME A
BREAK

IN ELBONIA, THE REBEL
LEADER KNOWN AS "THE
FOX" WAS KILLED.



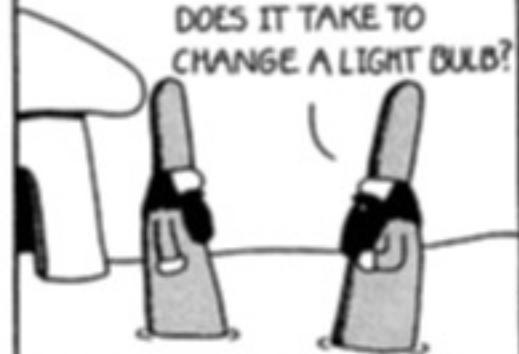
BY ELBONIAN LAW, HIS
KILLER BECOMES THE
NEW REBEL LEADER.
WE DO NOT KNOW HIS
CODE NAME YET.



WE'VE NARROWED IT DOWN
TO EITHER "THE PIGLET"
OR "THE HAMSTER."



HOW MANY LEFT-
HANDED ELBONIANS
DOES IT TAKE TO
CHANGE A LIGHT BULB?



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NONE! LEFT-HANDED
ELBONIANS DON'T
HAVE ANY LIGHT BULBS!



WHAT'S A
LIGHT
BULB?



I GUESS IT
WOULD BE
FUNNIER IF
WE KNEW
THAT.



Dogbert

By Scott Adams



DOGBERT'S
SCHOOL FOR
JERKS



WE'LL BEGIN BY SORTING
YOU INTO THE THREE
MAJOR JERK CATEGORIES
FOR SPECIALIZED
INSTRUCTION.



LOOK AT THIS
PICTURE OF
SUPERMODEL
CINDY CRAWFORD.

WHOA!
HUDDA!
SHORT!



ANYBODY WHO SAID
"HUDDA" STAND OVER
THERE. YOU ARE WHAT
IS CALLED "JERKS
AROUND WOMEN."



NOW, SOMEBODY
CATCH THIS
BALL, PLEASE.

FOUL!
YOU
FOULED!



ANYBODY WHO
YELLED "FOUL"
IS A "SPORTS
JERK." STAND
OVER THERE.

IT WAS
A FOUL.



SO, WHOEVER IS
LEFT MUST BE ...



HURRY UP.
I'M LATE
FOR COURT.

YOU'RE A
LAWYER
TOO?

I WAS
GOING
TO SAY
"HUDDA"



WE LEFT-HANDED ELBONIANS
HAVE BEEN PERSECUTED
FOR CENTURIES. WE MUST
CRUSH THE RIGHTIES!

DON'T YOU SEE THAT IT'S
ONLY AN ARBITRARY
DISTINCTION? ISN'T IT
OBVIOUS THAT PEOPLE ARE
THE SAME NO MATTER
WHAT HAND THEY FAVOR?

NO, THAT ISN'T
OBVIOUS TO US
AT ALL.

GEEZ, YOU
LEFTIES ARE
THICK. I'M
GLAD I'M
NORMAL.

ELBONIANS HEAR ME! YOU
MUST END YOUR FUTILE
CIVIL WAR.



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YOU'VE BEEN LOVING YOUR
ANIMALS AND FIGHTING
EACH OTHER. A CIVILIZED
COUNTRY SHOULD SLAUGHTER
THE ANIMALS AND SIMPLY
DISCRIMINATE ECONOMIC-



HOW DID
MY SPEECH
GO OVER?

I'M SOLD, BUT
I THINK THE
SECRETARY OF
STATE WAS A
BIT PUT OFF.



I ALWAYS THOUGHT
YOU BEAVERS WERE
BUSY ALL THE TIME.



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THAT'S A COMMON
STEREOTYPE. I'M
ACTUALLY QUITE
LAZY.



HOW DO YOU
BUILD YOUR
BEAVER HOME?



I RENT.

WHEN YOU'RE A LAZY
BEAVER, YOU TRY
TO FIND SHORTCUTS
AND TRICKS TO GET
YOUR WORK DONE.



S. Adams

I GOT THIS DAYTIME
PLANNER TO ORGANIZE
MY DAY MORE
EFFICIENTLY.



BUT ALL IT DOES IS
SIT THERE.



LOOKS LIKE
YOU GOT A
BAD ONE.

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JUST TAKE
ONE, RATBERT.

AAARGH!! I'M
CHANGING!
I'M CHANGING!

IT WASN'T FUNNY THE
FIRST HUNDRED TIMES
I GAVE YOU A TIC-TAC
EITHER.

LET'S TRY IT
AGAIN!

THE ROOF IS LEAKING
THERE. CAN YOU FIX
IT TOMORROW?



WELL, LIKE ALL MEMBERS
OF MY PROFESSION, I'M
UNRELIABLE. HOWEVER,
I COULD GIVE YOU A QUOTE
AND THEN NEVER SHOW
UP OR RETURN
YOUR CALLS.



YOU'RE HIRED. NOBODY
ELSE WOULD EVEN SHOW
UP FOR THE QUOTE.



I DEPEND ON
REPEAT
CUSTOMERS.



Dibbert

By Scott Adams



I DISCOVERED A NEW
TOOL FOR MEETING
WOMEN.

A METAL
DETECTOR?

EXACTLY. I'LL BE
NONCHALANTLY
USING IT IN THE
PARK ...

AND YOU'LL FIND
BURIED WOMEN
WHO HAVE METAL
PLATES IN THEIR
HEADS?

DON'T BE RIDICULOUS.
THE ODDS OF FINDING
A LIVE ONE ARE ABOUT
A JILLION TO ONE.

NO. I PLAN TO APPEAL
TO WOMEN'S NATURAL
SCIENTIFIC CURIOSITY.

THEY'LL STRIKE UP CONVER-
SATIONS ABOUT HOW
THE METAL DETECTOR
WORKS ... AND WHERE
THEY CAN BUY ONE.

OOH, I'D BETTER BRING
A NOTE PAD TO WRITE
DOWN ALL THE PHONE
NUMBERS.

ON ONE PAW, I
WANT TO HELP
HIM. ON THE
OTHER PAW, MAYBE
IT'S BETTER IF HE
DOESN'T EVER
REPRODUCE.

WHAT DO YOU
THINK OF MY
DISGUISE?



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I'M GOING TO TELL
THE MEDIA THAT I'M
A SPACE ALIEN WITH
UNSTOPPABLE POWERS.
WITH LUCK, THE NATIONS
OF THE WORLD WILL
SURRENDER
WITHOUT A
FIGHT.

11-30



SURRENDER
WITHOUT A
FIGHT.



YOU THINK
PEOPLE ARE
IDIOTS...
DON'T YOU?



THIS IS WHAT
I LOOKED
LIKE BEFORE
THE DISGUISE.



AS MY ANTENNAE CLEARLY
PROVE, I'M A SPACE ALIEN
WITH INCREDIBLE POWERS.



I CALL ON THE NATIONS
OF THE WORLD TO
SURRENDER. OTHERWISE,
I WILL CAUSE YOUR
STOCK MARKETS TO
FALL.



LATER

THE MARKET FELL FIVE
POINTS TODAY. ANALYSTS
BLAME INTEREST
RATES AND ALIENS.



THE LEADERS OF THE
WORLD MET TODAY TO
CONSIDER THE DEMANDS
OF DOGBERT THE SPACE
ALIEN.



ALL IN FAVOR OF LETTING
THE ALIEN RUN THE WORLD,
RAISE YOUR HAND.



MEANWHILE IN THE TRANS-
LATORS' BOOTH, A RECKLESS
PRANK IS BEING PLAYED.

HE SAYS "WHO WANTS MY
PARKING SPACE BY THE
ELEVATOR?"



IN A SURPRISE DECISION,
THE UNITED NATIONS
VOTED TO MAKE DOGBERT-
THE SPACE ALIEN -
THE SUPREME
RULER OF EARTH.



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MORE ON THAT LATER. BUT
FIRST, SCIENCE OFFERS
NEW HOPE FOR PEOPLE
WITH FRECKLES...



DOGBERT HOLDS HIS FIRST
PRESS CONFERENCE



NOW THAT YOU'RE THE
SUPREME RULER OF
EARTH, WILL YOU
BECOME MORALLY
CORRUPT?



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YES, THAT'S MY PLAN.
IT'S REALLY THE ONLY
WAY TO ENJOY A JOB
LIKE THIS.



12-9

AND OF COURSE I'LL
BE RAISING TAXES
JUST TO SEE THE
EXPRESSIONS ON
YOUR FACES.



STOP! I AM THE "AMAZING
RONNY," FAMOUS SKEPTIC
AND DEBUNKER.



I WILL PROVE TO THE
MEDIA THAT YOU'RE NOT
A POWERFUL SPACE ALIEN
AT ALL.



SEE HOW
EASILY THE
MEDIA WERE
DUPED?

THERE'S STILL
TIME TO INTER-
VIEW THE COW
WHO DOES ALGE-
BRA.



Dilbert

By Scott Adams



DOGBERT'S HOME SAFETY TIPS

IT COULD SAVE
YOUR LIFE!



TIP #1: CHILDREN CAN
SWALLOW ANYTHING SMALLER
THAN A SOFA. ATTACH BOARDS
TO VULNERABLE APPLIANCES.



HA HA!
NICE TRY,
DILLY!

MMPH!



TIP #2: YOUR HOUSEHOLD MAY
HAVE A MEMBER WHO CAN
LEGALLY VOTE BUT PROBABLY
SHOULDN'T.

TRY TRICKING
THEM INTO
MISSING THE
ELECTION.



WE'RE A
COMMUNIST
REGIME NOW.
YOU DON'T
HAVE TO VOTE.

SHOOT!



TIP #3: YOUR TELEVISION
IS TRYING TO STEAL YOUR
LIFE'S SAVINGS.

I PERSONALLY
PRAY OVER
EVERY CHECK
YOU SEND.



YOUR ONLY HOPE
IS TO PUSH YOUR
TELEVISION OUT
A HIGH WINDOW.



IF EVERYBODY DOES IT, WE
JUST MIGHT GET LUCKY.



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I'VE DECIDED TO
USE HUMOR IN THE
WORKPLACE.



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EXPERTS SAY HUMOR
EASES TENSION
WHICH IS IMPORTANT
IN TIMES WHEN THE
WORKFORCE IS BEING
TRIMMED.



KNOCK-KNOCK

WHO'S THERE?

NOT YOU
ANYMORE.



I'M GOING TO USE HUMOR
TO EASE THE TENSION
DURING YOUR ANNUAL
JOB PERFORMANCE
APPRAISAL.



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HOW MANY ENGIN-
EERS DOES IT TAKE
TO CHANGE A
LIGHTBULB?

I DON'T
KNOW.



WELL, THAT'S
CONSISTENT
WITH YOUR
APPRAISAL.

WAIT... I'LL
SAY THREE.



I'M USING HUMOR AT
WORK TO EASE TENSION
AND IMPROVE OUR
CREATIVITY.

5 Adults © 1992 United Feature Syndicate, Inc.

WUMP!

HA HA
HA HA!

THAT LOOSENED
HIM UP.

WHAT'S THE STORY
WITH THE COSTUME,
WALLY?



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THE BOSS PUT ME ON
A SPECIAL TASK FORCE
TO SEE IF HUMOR
INCREASES CREATIVITY.
I HAVE TO DRESS LIKE
THIS FOR A MONTH.



ARE YOU
FEELING
MORE
CREATIVE?



YEAH. I'VE
ALREADY
THOUGHT OF
SIX HUNDRED
WAYS TO KILL
HIM.



AS PART OF MY PROGRAM
TO USE MORE HUMOR AT
WORK, I'M ASKING EACH
OF YOU TO WEAR A
"KICK ME" SIGN.



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I'LL CHECK LATER
TO SEE IF YOU'RE
MORE RELAXED AND
CREATIVE.



LATER...

YOU SEEM TO BE
TAKING UNFAIR
ADVANTAGE OF
THE SITUATION,
ALICE.



OUR VIDEO GAME
DIVISION HAS REACHED
A SALES PLATEAU.



KIDS ARE SPENDING
MORE TIME OUTSIDE
THESE DAYS. THERE'S
ONLY ONE THING WE
CAN DO.



DIVERSIFY?

POLLUTE !



Dilbert

By Scott Adams



HAVE YOU NOTICED
THAT PEOPLE RARELY
ANSWER QUESTIONS
IN CONVERSATION?

THAT REMINDS
ME OF A STORY.
ONE DAY I ...

SEE? THERE! YOU
DIDN'T ANSWER
MY QUESTION!

DO YOU THINK MY
QUESTIONS ARE
MEANT TO BE MERELY
RHETORICAL?

YOU SURE GET
WORKED UP
OVER THE
STRANGEST
THINGS.

ARE YOU DOING THIS
INTENTIONALLY?!!
WHY WON'T YOU
ANSWER MY
QUESTIONS ??!!

HEY! THERE'S A
CLOUD THAT LOOKS
LIKE A DUNNY!

IT DOESN'T
GET ANY
BETTER THAN
THIS.

WHY?
WHY?
WHY?

DILBERT, YOU'RE
BEING TEMPORAR-
ILY TRANSFERRED
TO THE FIELD SALES
ORGANIZATION.

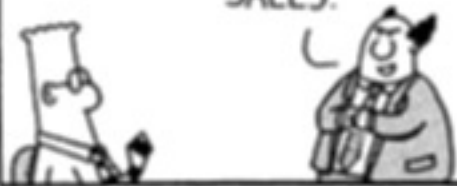


NORMALLY WE USE
THESE ASSIGNMENTS
TO ROUND SOMEBODY
OUT FOR MANAGEMENT.
BUT IN THIS CASE I'M
JUST YANKING YOUR
CHAIN!



YOU'RE OVER-
COMMUNICATING
AGAIN, SIR.

PLUS, I HATE THE
MANAGER OF
SALES.



SO... DILBERT, WELCOME
TO THE SALES DEPART-
MENT. I'M TINA,
YOUR NEW BOSS.



S. Adams

AS THE NEW GUY, YOU
GET THE CUSTOMERS WHO
DESPISE OUR PRODUCTS
AND WANT TO HURT
US PERSONALLY.



Q-18

I HATE
YOU! I
HATE YOU!



YOU'LL BE SELL-
ING TO THE
SMALL BUSINESS
MARKET. HE'S
YOUR BEST
ACCOUNT.



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WELCOME TO SALES
TRAINING.



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AS YOU KNOW, OUR
COMPANY MAKES OVER-
PRICED, INFERIOR
PRODUCTS. WE TRY TO
COMPENSATE BY SETTING
HIGH SALES QUOTAS.



WE DON'T ASK YOU TO
ACT ILLEGALLY, BUT IT'S
PRETTY MUCH THE ONLY
WAY TO REACH QUOTA.
OKAY, THAT'S IT FOR
TRAINING. ANY
QUESTIONS?



DILBERT THE SALESMAN ...

YOUR COMPETITOR
WAS HERE
AN HOUR AGO...



5 Adams

HE PROMISED ME A
MASSAGE FROM
HELGA IF I BUY FROM
HIS COMPANY. WHAT'S
YOUR OFFER?



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I'LL GIVE YOU MY HOUSE
FOR HELGA.

YOU'RE
NEW AT
THIS...





YOU'VE NEVER
ACCEPTED ME
IN YOUR
FAMILY
BECAUSE I'M
A LITTLE
RAT.

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BUT I'LL BE TESTING
A DRUG AT THE LAB
THAT WILL CHANGE
THAT. NO MORE LITTLE
RAT.

12-18



YOU WON'T
BE A RAT?

DON'T TELL
ME IT'S THE
"RAT" PART
THAT BOTHERS
YOU ...

I'M TESTING A
GROWTH FORMULA
AT THE LAB.



I'M SO HAPPY. I'VE OFTEN
THOUGHT THAT THE ONLY
THING BETTER THAN A
RAT IN THE HOUSE IS
A GIANT RAT IN THE
HOUSE.



YESTERDAY I WOULD
HAVE BEEN MIFFED
AT YOUR SARCASM.
BUT THAT WOULDN'T
BE 'DIG' OF ME.



Dilbert

By Scott Adams



I THOUGHT YOU
MIGHT NEED HELP
DECIDING WHAT
TO GET ME FOR
CHRISTMAS.

I STARTED BY DOING
A COMPLETE ANALYSIS
OF YOUR FINANCIAL
SITUATION.

YOUR UTTER LACK
OF A SOCIAL LIFE
HAS RESULTED IN
SIGNIFICANT CASH
RESERVES.

THAT COMBINED
WITH A SECOND
MORTGAGE WOULD
MAKE \$50,000
AVAILABLE FOR MY
GIFT.

I BOUGHT YOU
A HAT.

IT WAS
ON SALE.

IT SEEMS THAT EVERY
YEAR AT ABOUT THIS
TIME I FEEL LIKE
BEATING SOMEBODY
SENSELESS WITH A
YULE LOG.

GOOD REPORT, BUT
CHANGE THE WORD
"USE" TO "UTILIZE"
IN EACH CASE.



CHANGE "HELP" TO
"FACILITATE" AND
REPLACE "DO" WITH
"IMPLEMENTATION
PHASE."



HMM...
IT'S STILL
A BIT TOO
READABLE.



I COULD
REDUCE THE
TYPE SIZE AND
RUN IT
THROUGH THE
FAX.

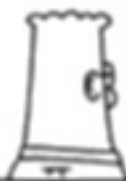


NORMALLY I'M ALL
STRESSED OUT
DURING THE
HOLIDAYS, BUT NOT
THIS YEAR.



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I ELIMINATED MY
SHOPPING STRESS BY
GETTING EVERYBODY
THE "FLADMASTER
THIGH-TONING
SUPPORT SOCKS."



THEIR COMMERCIALS
SOUND BETTER THE
CLOSER YOU GET
TO CHRISTMAS.



YOU CAN BUILD
MUSCLE JUST
LYING ON
THE
COUCH!



I'M COLLECTING MONEY
FOR A GIFT TO A POOR
FAMILY THIS CHRISTMAS.



WHAT ARE
YOU BUYING
FOR THEM?



A CD PLAYER.



THANK YOU FOR
MAKING THIS THE
MOST SHALLOW GESTURE
OF MY LIFE.



I'LL ADD YOUR
NAME TO THE
CARD.





I CAN'T BELIEVE
HE ONLY GOT ONE
GIFT FOR ME. THIS
IS AN OUTRAGE.

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AND HE ALREADY TOLD
ME IT'S A HAT. A
GREAT DOG LIKE ME,
AND HE BUYS A HAT?



THERE'S NOTHING
WE CAN DO...
UNLESS IT HAS
A MATCHING
SWEATER...

WHY SHOULD I OPEN
IT? YOU ALREADY
TOLD ME IT'S JUST
A STUPID HAT.

OPEN
IT
ANYWAY.



HEY, IT'S NOT
REALLY A HAT;
IT'S A CROWN.



I'M NOT
HAPPY.
I'M ONLY
HUMORING
YOU.

MERRY
CHRISTMAS,
LITTLE FRIEND.



DRY CLEANING
WHILE YOU
WAIT



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WE'LL HAVE IT
DONE IN
THREE DAYS.



THE SIGN
SAYS "WHILE
YOU WAIT."

DO YOU THINK
YOU'LL STOP
WAITING
AFTER TWO
DAYS?



Dibbet

By Scott Adams



SPECIAL WASHING
INSTRUCTIONS



FOLD THE GARMENT
IN A FIVE-POINT
STAR AND WRAP IN
COTTON SWITHES...



LAUNDER ONLY IN PURE
GLACIER WATER HEATED
TO 98 DEGREES...



FOR DETERGENT, USE
ONLY THE GLANDULAR
SECRETION OF THE
AUSTRALIAN NIK-NEK
BUG...



IN FACT, I'M SO
DELICATE THAT YOU'RE
HURTING ME RIGHT
NOW. OUCH! OUCH!
LET ME GO! HELP!



STUFF
STUFF



THE BEST I CAN
DO IS TO MAKE
IT QUICK.

AAGH!!



LET'S SEE... I'VE GOT
MY CELLULAR PHONE, MY
PAGER, PALM
COMPUTER,
PERSONAL
ORGANIZER,
WIRELESS
MODEM...



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YEAH, I'D SAY I'M
PRETTY MUCH THE
ENVY OF ENGINEERS
EVERYWHERE...
LOOKING GOOD...
LOOKING GOOD...



WORDS
ESCAPE
ME...

HERE, I'LL
FIRE UP
THE OLD
THESAURUS.



WALLY, I NOTICE THAT ALL
YOU HAVE IS A PAGER
AND A CALCULATOR WATCH.



THAT'S PATHETIC COMPARED
TO MY VAST ARRAY OF
PERSONAL ELECTRONICS.
DO YOU YIELD TO MY
TECHNICAL SUPERIORITY?



WHEN A MALE ENGINEER
CHALLENGES ANOTHER FOR
DOMINANCE OF THE PACK,
THERE IS A BRIEF RITUAL-
ISTIC BATTLE RARELY
SEEN BY OUTSIDERS.

STAY BACK, I'VE GOT
A COMPASS!!

WIRELESS FAX!

AAHH!

MY VAST ARRAY OF PERSONAL TECHNOLOGY MAKES ME DOMINANT OVER THE LESS-EQUIPPED ENGINEERS.



I AM SUPERIOR TO THEM ALL... WITH THE POSSIBLE EXCEPTION OF...



TECHNO-BILL !!

\ /



LOOKS LIKE SOMEBODY JUST HAD A FAX.



PLEASE DON'T
HURT ME,
TECHNO-BILL!



MAKE YOUR
MOVE.



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MY ONLY CHANCE IS TO USE
MY CELLULAR PHONE AND
MODEM TO DIAL INTO HIS
CONTROL MODULE AND SET
OFF ALL HIS SYSTEMS.



Prologix E-mail: Mv/P603A

FOOL! I HAVE
AUTODIALING.





IT TOOK WEEKS
BUT I'VE CALCU-
LATED A NEW
THEORY ABOUT
THE ORIGIN OF
THE UNIVERSE.



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ACCORDING TO MY
CALCULATIONS IT DIDN'T
START WITH A "BIG BANG"
AT ALL - IT WAS MORE
OF A "PHHBWT" SOUND.



Internet IQ: SUTTER@AOL.COM

YOU MAY BE WONDERING
ABOUT THE PRACTICAL
APPLICATIONS OF THE
"LITTLE PHHBWT" THEORY.



I WAS WONDER-
ING WHEN
YOU'LL GO
AWAY.

THEN, RATBERT, THE
WEIGHT OF THE UNIVERSE
COLLAPSED IN ON ITSELF
UNTIL ALL OF EXISTENCE
COULD FIT INTO
A THIMBLE!



WHY WOULD THERE
BE A THIMBLE IN
SPACE?

UH... THERE
WOULDN'T...



BOY, IT DIDN'T TAKE
LONG TO SPOT THE
GAPING LOGICAL FLAW
IN THAT THEORY.



Dilbert

By Scott Adams



FREE
THERAPY
➔

WHY IS IT
FREE?

OUR THERAPISTS
ARE FIRST-YEAR
PSYCHOLOGY
STUDENTS.

WHAT HAVE I
GOT TO LOSE?

SOMETIMES I HAVE
LOW SELF-ESTEEM...

YOUR PROBLEM IS THAT
YOU'RE UGLY. YOU
SHOULD DRINK BEER
UNTIL YOU FEEL HAND-
SOME.

I THOUGHT YOU
WOULD SAY SOME-
THING ABOUT MY
MOTHER.

GOOD POINT. YOUR
MOTHER SHOULD
DRINK BEER TOO.
SHE'S PROBABLY AS
UGLY AS YOU.

YOU'RE
OVER-PRICED.

OOH, "MISTER
LOW SELF-ESTEEM"
IS UNHAPPY.

EVERYBODY TAKE
ONE AND FASTEN
IT SECURELY
AROUND YOUR
HEAD.



FROM TIME TO TIME
I'LL USE MY "BELT-O-
AUTHORITY" TO SEND
YOU PAINFUL ELECTRIC
SHOCKS.



WHEN OUR
PERFORMANCE
IS BAD?

THAT'S ONE
THEORY,
SURE.



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Internet: JuddAdams@AOL.COM

I'VE HAD ENOUGH OF
THOSE WIMPY MANAGE-
MENT TECHNIQUES LIKE
"EMPOWERMENT" AND
"QUALITY."



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WRITE A BETTER
MEMO OR I'LL SEND
A STRONG SHOCK
TO YOUR HEAD.



Excerpt 10: northadams@adn.com

THE BEST PART IS
THAT IT'S ALL
SUBJECTIVE.



THE BOSS IS MAKING US
WEAR THESE THINGS ON
OUR HEADS SO HE CAN
GIVE US PAINFUL SHOCKS
WHenever HE
WANTS.



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I'M REWIRING MINE
SO IT REDIRECTS THE
SIGNAL TO WALLY.

I'M SURE HE'LL
SEE THE HUMOR
IN THAT.



Internet: SouthAdams@aol.com

OKAY, WISE-
GUY, DO YOU
WANT MORE
OF THIS?!

MAYBE
ONE
MORE.



I'M GOING TO OPEN
A SCHOOL FOR PEOPLE
WHO ARE TECHNOLOGY
IMBECILES.



I'LL TEACH PEOPLE HOW
TO USE AUTOMATIC
BANK MACHINES, MICRO-
WAVE OVENS, VIDEO
RECORDERS, CD PLAYERS,
THAT SORT OF THING...



I THOUGHT HE WAS
REASONABLY BRIGHT UNTIL
WE GOT THE VCR...



WELCOME TO DOGBERT'S
SCHOOL FOR
TECHNOLOGY
IMBECILES.



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YOU ARE ALL EASILY
BAFFLED BY SIMPLE
TECHNOLOGY, EVEN
THOUGH YOU HAVE
NORMAL INTELLI-
GENCE OTHERWISE.



14-93

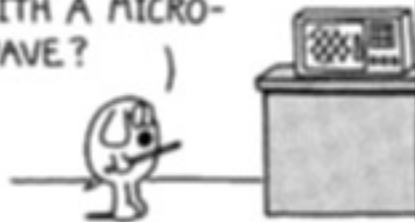
Internet: jad@adams@AOL.com

OF COURSE, I'M
GENERALIZING
ON THAT LAST
POINT.



DOGBERT'S SCHOOL FOR
TECHNOLOGY IMBECILES

CAN ANYBODY SHOW
ME WHAT YOU DO
WITH A MICRO-
WAVE?



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I INSERT THE VIDEO
TAPE ... THEN I SET
THE TIMER FOR NINETY
MINUTES...



Internet: www.hungry.com

DOES ANYBODY
KNOW WHY IT
ISN'T WORKING?

THE FOOL!
IT'S BETA!



Dilbert

By Scott Adams



DOGBERT, I'VE FOUND
A WAY TO IMPROVE
THE QUALITY OF LIFE
AROUND HERE.



I'VE CATALOGUED
AND PRIORITIZED
ALL OF THE THINGS
THAT BOTHER ME.



STUDY THE LIST
SO YOU'LL KNOW
WHAT BEHAVIORS
ARE UNACCEPTABLE.



WOW! THANKS!
THIS IS A REAL
BONANZA!



YOU'RE RIGHT. THIS
CERTAINLY WILL
IMPROVE THE QUALITY
OF MY LIFE!



I THINK I'LL DO
A "TOP HUNDRED"
COUNTDOWN.
THIS COULD
AMUSE ME FOR
MONTHS.



THAT DIDN'T GO
AS WELL AS I'D
HOPED.



NUMBER 73:
"CLIPPING MY
TOENAILS
NEAR YOUR
SOUP."

THAT HAD
BETTER BE
AN ONION
THERE.



I'M JOINING THE
S.E.W.L.T.U. I.F.E.



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TO THE LAY DOG, IT'S
KNOWN AS THE "SOCIETY
OF ENGINEERS WHO
LIKE TO USE INITIALS
FOR EVERYTHING."



Internet: justin@nasa.gov

WE USE ACRONYMS TO
SET US APART FROM THE
UNWASHED MASSES WHO
DON'T UNDERSTAND
TECHNOLOGY.



... SO, EITHER AN
IBM 586 WITH
10 MEG RAM OR
MAYBE A SPARC
CPU ON A
LAN...



... BUT WITH AI AND
AVR COMBINED WITH
BISDN, WELL, IT'S
VERY G.



G?



GOOD.



WHAT ARE
YOU DOING?

I'M WRITING
AN INSTRUCTION
BOOK FOR NEW-
BORN BABIES.

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YOU DON'T KNOW ANY-
THING ABOUT BABIES.

OKAY, I'M NOT
AN EXPERT, BUT
COMPARED TO
THE PEOPLE WHO
HAVE BABIES...

Letrueff: wittenberg@ncs.com

WHICH END DO I
PUT THE CHEESE
STEAK IN?

"ALTHOUGH RAISING CHILDREN IS DIFFICULT, BE ASSURED THAT YOU WILL GET HELP FROM A POWER GREATER THAN YOURSELF."



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"TEACH YOUR CHILDREN ABOUT THE HIGHER POWER AND ABOUT THE 'GREAT BOOK' WHICH WILL GIVE THEM DIRECTION."



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THEY'RE CALLED "TV LISTINGS." WITHOUT THEM, YOU'RE JUST FLIPPING.

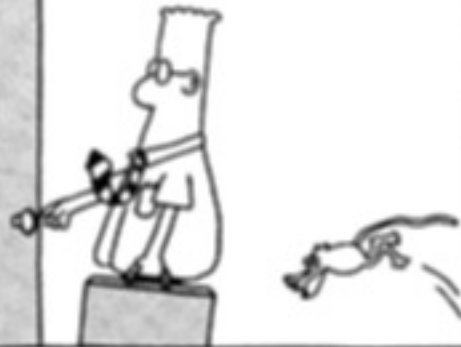


THERE'S DILBERT... I'LL
SNEAK UP AND HUG HIS
LEG UNTIL HE LOVES ME
AND ACCEPTS ME IN THE
FAMILY.



Saturday

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A RAT IS
CLINGING
TO MY LEG.



I HAD THAT
PROBLEM TILL
I SWITCHED
TO "OLD SPICE."



Internet: saturdaycomic.com

MY NEW STYLE
OF MANAGEMENT
IS EXHAUSTING
ME.

I HEARD SOME PEOPLE
TALKING ABOUT "MDWA"
OR "MANAGEMENT BY
WALKING AROUND."

I WALKED ALL THE WAY
TO THE PARK AND BACK.
BUT I CAN'T SAY THAT
I SEE MUCH IMPROVE-
MENT AROUND HERE.

J. Alderson © 1983 United Feature Syndicate, Inc.

Internet F: 5082Alderson@AOL.COM

Dogbert

By Scott Adams



HELP! DOGBERT,
I'M BEING SUKED
INTO CYBERSPACE!



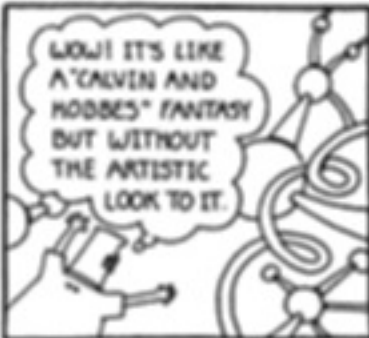
AAAAGH!!



LET'S HOPE
YOU DON'T
NEED PANTS
IN CYBER-
SPACE.



WOW! IT'S LIKE
A "CALVIN AND
HOBBS" FANTASY
BUT WITHOUT
THE ARTISTIC
LOOK TO IT.



IT'S BEAUTIFUL!
I'M INTERACT-
ING WITH THE
MINDS OF
BRILLIANT PEOPLE
FROM AROUND
THE GLOBE.



I CAN SEE HOW
ALL THEIR IDEAS
AND KNOWLEDGE
FIT TOGETHER! IT'S
EXHILARATING!



HOW CAN I EVER
DESCRIBE THIS TO
SOMEBODY WHO
HASN'T BEEN
HERE?



EXIT

...AND I
DIDN'T EVEN
NEED PANTS!!

SO, YOU'RE
SOME KIND
OF NERD,
RIGHT?



INTERNET ID: SCOTTADAMS@AOL.COM

I'M FEELING
ILL. I THINK
I'LL STAY HOME
TODAY.



5. Adams 9-9 1983 United Feature Syndicate, Inc.

GREAT... NOW YOU'LL
TRY TO MAKE ME FEEL
SORRY FOR YOU SO I'LL
WAIT ON YOU ALL DAY
WELL, THAT'S A LOUSY
THING TO DO TO A
FRIEND.



1-18

Internet: JUPITERADAMS@AOL.COM

GEE, I'M SORRY.
CAN I GET YOU
ANYTHING WHILE
I'M UP?



TEA WITH
LEMON. AND
SOME WAFFLES.

TO PROTECT OUR
ENVIRONMENT,
I'VE ORDERED THAT
INK BE REMOVED FROM
ALL COPIERS, PRINTERS
AND PENS.



5. Adams © 1988 United Feature Syndicate, Inc.

RESEARCH SHOWS
THAT MANY SQUIDS
CAN BE SPARED BY
REDUCING OUR INK
USAGE.



Editorial: Scott Adams@AOL.COM

I DON'T
THINK WE
GET OUR
INK FROM
SQUIDS, SIR.



OH, RIGHT...
NEXT YOU'LL
SAY WE DON'T
GET OUR
"ELMER'S"
GLUE FROM
COWS.



FIRST ON THE AGENDA
IS A DISCUSSION OF
THE COMPANY'S NEW
PAPER RECYCLING
PROGRAM.



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WE TALKED ABOUT
THAT LAST TIME...
HEY, THIS IS LAST
WEEK'S AGENDA.



Excerpt: SUITMANSBANK.COM

YOU SPOTTED
THE ONE
DRAWBACK.



SOMETIMES I WONDER,
HOW WOULD MY LIFE
BE DIFFERENT IF ALL
WHALES WERE EXTINCT?



S. Adams © 1983 United Feature Syndicate, Inc.

IT'S NOT LIKE THEY DO ANY-
THING FOR US. YOU NEVER
HEAR OF SEEING-EYE
WHALES. THEY CAN'T
FETCH THE PAPER OR DRAG
YOU OUT OF A BURNING
BUILDING...



DON'T YOU THINK
THE WORLD HAS
TOO MANY FAT,
WORTHLESS,
MAMMALS?

Reprinted: JuddMuseum.com



I WAS JUST
THINKING
THAT, SIR.



HERE'S MY NEW
BUSINESS CARD.
I'M A ROMANCE
INTERPRETER.



FOR A SMALL FEE
I'LL ACCOMPANY
YOU ON DATES AND
TRANSLATE BETWEEN
MALE AND FEMALE
LANGUAGE.



SHE'S TELLING A
POINTLESS STORY
ABOUT WORK. BY
ANNOYING YOU IN
THIS WAY SHE HOPES
TO FORM A
CLOSER BOND.

BLAH
BLAH
BLAH



DOGBERT IS A ROMANCE
INTERPRETER

HE'S TELLING YOU HOW
TO LOGICALLY SOLVE
ALL OF THE EMOTIONAL
PROBLEMS YOU
SEEM TO
HAVE.



HE REASONS THAT IF
HE CAN FIX YOUR
PROBLEMS HE WON'T
HAVE TO HEAR ABOUT
THEM ANYMORE.



HE HOPES THAT THE
WISDOM AND COMPASSION
HE JUST FAKED WAS
ENOUGH TO AROUSE
YOU. NOW HE WILL
TALK ABOUT
HIMSELF.



Dilbert

By Scott Adams



MAYBE DILBERT
CAN TELL US IF OUR
PLAN IS TECHNICAL-
LY FEASIBLE.

FOR DRAMATIC
EFFECT I'LL SCOFF
LOUDLY.

I'LL JUST SORT OF
LAUGH AND SNORT
AND TAKE A
BREATH AT THE
SAME TIME.

SNORK

OH-NO! SOME
SPITTLE WENT
DOWN MY AIR
PIPE... I'M
CHOKING.

MUFF
GAAH

SHOULD WE
DO SOME-
THING?

WE'RE OVER
OUR HEAD-
COUNT, YOU
KNOW.

...AND SO I SURVIVED,
BUT MY PROFESSIONAL
CREDIBILITY TOOK A
HIT.

YOU KNEW THE
RISKS WHEN YOU
BECAME AN
ENGINEER.

IF THERE ARE NO
OBJECTIONS, I'D
LIKE TO MAKE
FUNNY FACES AND
TELL A LONG
RAMBLING STORY.



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... SO, THEN I SAID
"YOU WANT THE MONTHLY
REPORT, NOT THE DAILY
REPORT..." BUT THAT
GOT ME THINKING...
SO...



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BLAH
BLAH
BLAH

I CAN
TOP THAT.

GET IT,
DOGBERT!



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BLAM!



2-adams@AOL.COM

MAYBE I SHOULD
JUST GET A CAT.

GOOD IDEA, BUT
THEY'RE HARDER
TO THROW.



HI, TIM. WHAT
ARE YOU WORKING
ON THESE DAYS?

A SECRET
PROJECT.



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VERY, VERY SECRET.
CONFIDENTIAL AND
PROPRIETARY. REAL
HUSH-HUSH.



Internet: ScottAdams@AOL.com

IT SOUNDS
IMPORTANT.

JUST MOVE
ALONG.



WHOA WHOA! I JUST
GOT AN IDEA THAT
COULD CHANGE EVERY-
THING...



J. Adams © 1993 United Feature Syndicate, Inc.

WHAT IF WE LOWERED
EXPENSES AND
INCREASED REVENUES?
THAT COULD HELP OUR
FINANCIAL SITUATION.



Internet: [southadams.com](http://www.southadams.com)

AAGH!
I CAN'T
SEE !!!

SOUNDS LIKE
A BLINDING
FLASH OF THE
OBVIOUS,
SIR.



I'VE DECIDED TO
BE THE CENTER
OF THE UNIVERSE.



ALL OF THE THINGS
IN THE UNIVERSE
CAN NOW BE
DESCRIBED IN
TERMS OF THEIR
RELATIONSHIP
TO ME.



I DON'T UNDERSTAND WHY
YOU'RE DOING THIS.



THAT'S BECAUSE
YOUR BRAIN
IS ONLY A
HALF-DOGGERT.

I LIKE A MAN
WHO ISN'T AFRAID
TO CRY.



WAAH! WAAH!
THE PRICES HERE
ARE SO HIGH!
WAAH! WAAH!



IT'S NOT
WORKING.
SHE TRICKED
ME.

I'LL JUST
HAVE WATER,
I THINK.



Dilbert

By Scott Adams



BEFORE I READ
YOUR PROPOSAL,
RUN IT PAST
OUR LEGAL
DEPARTMENT.

GROAN

THAT'S THE END
OF THAT.

I DIDN'T HAVE TO
BECOME A CORPORATE
LAWYER. I COULD
BE A TRIAL LAWYER
OR A JUDGE, YOU
KNOW.

BUT I CHOSE TO
WORK HERE AT
THIS UNGLAMOR-
OUS POSITION.

CONSEQUENTLY, I
HAVE A BAD
ATTITUDE AND I'M
GOING TO TAKE IT
OUT ON YOU.

YOUR PROPOSAL DOES
NOTHING TO HELP MY
CAREER. AND IF I
APPROVE IT AND WE GET
SUED LATER, THEN I'LL
GET IN TROUBLE.

IN A MONTH OR SO, I'LL
FORMALLY REJECT YOUR
IDEA WITH A NEATLY
TYPED BUT ODDLY WORD-
ED MEMO.

DID HE
REJECT YOUR
PROPOSAL
YET?

YEAH. AND HE
FILED A LAW-
SUIT AGAINST
ME.

PETER, YOU'RE A
BRILLIANT COMPUTER
PROGRAMMER AND
YOU LIKE YOUR JOB.



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ALTHOUGH YOU LACK
ANY SOCIAL AWARENESS
AND CANNOT COMMU-
NICATE WITH YOUR
SPECIES, I DECIDED TO
PROMOTE YOU TO MANAGE-
MENT.



4-1

Internet: softAdams@ncs.com

DON'T BE AFRAID...
IT'S CALLED A
NECKTIE.



YESTERDAY I WAS A
COMPUTER PROGRAMMER
AND TODAY I'M YOUR
NEW SUPERVISOR.



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THE HARDEST PART IS
MASTERING THESE
DANG MANAGEMENT
CLOTHES. DID YOU
KNOW THEY DON'T COME
WITH AN INSTRUCTION
MANUAL?



Internet: SuttonBum.com

I'LL HAVE TO CALL
THEIR "800" HELP
LINE AGAIN.



WHERE ARE
WE NOW?

I CAN'T TELL
YOU. THAT'S
PART OF
THE EXPER-
IMENT.



I READ IN "READER'S
DIGEST" HOW A DOG
FOUND HIS WAY HOME
FROM A HUNDRED MILES
AWAY. I WANT TO TEST
YOUR HOMING
INSTINCT.



OKAY, I THINK
WE'RE READY
TO BEGIN...

Internet: www.southcoastnews.com



THE COMPANY IS A
BILLION DOLLARS BELOW
ITS EARNINGS
PROJECTIONS.



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FROM NOW ON, ONLY
THE MANAGERS AT
MY LEVEL OR ABOVE
MAY EAT DONUTS AT
COMPANY MEETINGS.



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THIS WON'T BE EASY
FOR ANY OF US. HECK,
I DON'T EVEN KNOW
IF I CAN EAT THIS
MANY DONUTS.



THEIR CARS ARE ALWAYS
CLEAN



2-5

THEY WRITE LETTERS TO
EXPRESS THEIR OUTRAGE

Dear Editor,
The funny pages is no
place for sarcasm!
Think about the
children!



THEY READ THE SAME BOOK
MORE THAN ONCE.

THEY ARE THE
PEOPLE WITH
WAY TOO MUCH
TIME ON THEIR
HANDS.



HI, GUYS. I'M WENDELL
J. STONE THE FOURTH,
RECENT STANFORD MBA
AND BRAND NEW TO
THE WORKFORCE.



LOOK, "WEN-DULL," WE
AREN'T IMPRESSED BY
YOUR EDUCATION. AT
THIS COMPANY IT'S THE
QUALITY OF YOUR WORK
THAT COUNTS!



I'M YOUR NEW SENIOR
VICE PRESIDENT, AND I
WANT YOU TO LICK THE
TAR OFF MY PORSCHE
NOW.

OKAY, BUT WATCH
THE QUALITY OF
MY WORK!



Dilbert

By Scott Adams



THE BUDGET FOR
EDUCATION WAS
CUT TEN MILLION
DOLLARS.



IS THAT A BIG
PERCENTAGE?
DOES IT MAKE
ANY DIFFERENCE?



CONGRESS CONSIDERED A
MUSIC SAFETY LAW AFTER
STUDIES SHOWED A TEN
PERCENT INCREASE IN
PIANO-RELATED DEATHS.



HOW DOES THAT
COMPARE TO OTHER
HEALTH RISKS?
SHOULD I BE
CONCERNED?



LAWMAKERS DEBATED
A BILL TO LOWER
CAPITAL GAINS TAX
RATES...



WHAT DO MOST
ECONOMISTS THINK?
WOULD IT STIMULATE
THE ECONOMY MUCH?
SHOULD I CARE?



A NEW POLL SHOWS THAT
MANY VOTERS HAVE STRONG
OPINIONS ON THESE ISSUES
DESPITE THE FACT THAT WE
PROVIDE NO USEFUL
CONTEXTUAL
DATA.



I'VE GOT TO STOP
WATCHING SCARY
SHOWS RIGHT
BEFORE BEDTIME.



AS YOUR CONSULTANT
I'LL BE ABLE TO
UNLEASH RIGHT-BRAIN
POTENTIAL IN YOUR
EMPLOYEES.

THEY'LL LEARN TO FIND
CREATIVE ANSWERS, NOT
JUST RELY ON LEFT-
BRAIN QUANTITATIVE
ANALYSIS.

WHICH PART OF
THE BRAIN DO
WE USE FOR
MEETINGS?

THAT WOULD
BE THE
STEM.

5. Address © 1993 United Feature Syndicate, Inc.

Reprinted: journals@nyu.edu

AS YOUR CONSULTANT I
WILL UNLEASH THE CREATIVITY
THAT THE COMPANY HAS
SUPPRESSED.



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WE'LL BEGIN WITH WORD
ASSOCIATION. I'LL SAY
A WORD THEN YOU EACH
SAY WHAT POPS INTO
YOUR HEAD.

CHAIR.



DONUT?

I SAY
DONUT
TOO.

I WAS
GOING TO
SAY DONUT.



Internet: cartoonistsguild.com

DOGBERT THE CREATIVITY
CONSULTANT

THIS EXERCISE IS
ESPECIALLY FOR
THE MBAs IN
THE COM-
PANY.

WHAT'S
THE PAY-
BACK?



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WHAP!
WHAP!
WHAP!



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THERE'S NO RESEARCH
TO SUPPORT THIS METHOD,
BUT YOU GOTTA ADMIT
IT FEELS RIGHT.



DOGBERT IS A CREATIVITY
CONSULTANT

WE DON'T NEED ANY
OF YOUR "INTUITION"
MUMBO JUMBO. WE
NEED QUANTITATIVE
DATA!



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THE ONLY WAY TO MAKE
DECISIONS IS TO PULL
NUMBERS OUT OF THE
AIR, CALL THEM
"ASSUMPTIONS," AND
CALCULATE THE NET
PRESENT VALUE.



Excerpt: www.5adapters.com

OF COURSE, YOU HAVE TO
USE THE RIGHT DISCOUNT
RATE, OTHERWISE
IT'S MEANINGLESS.



GO
AWAY.



DOGBERT IS A CREATIVITY
CONSULTANT

HERE'S MY FINAL
REPORT ON YOUR
COMPANY.

5-Adams © 1993 United Feature Syndicate, Inc.

I'VE CONCLUDED THAT
YOU'RE DOOMED. YOU
WASTE TOO MUCH
MONEY ON CONSULTANTS.

Excerpt: adffadams@att.net

YOU'RE A
CONSULTANT.

IRONIC,
ISN'T IT?

THIS IS IT ...
THE CRITICAL
THIRD DATE.

THIS IS WHEN THEY
CASUALLY MENTION ANY
HIDDEN DEFORMITIES
OR HORRIBLE SECRETS
TO SEE IF YOU STILL
LIKE THEM.

SOME PEOPLE SAY
YOU SHOULD STOP
DATING AFTER YOU
MARRY A MOB BOSS.

5. Addams Internet: jordanjones@BASSL.COM

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Dilbert

By Scott Adams



DILBERT, I WANT YOU TO INTERVIEW THE JOB APPLICANT WHO'S COMING IN TODAY.

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SEE IF HE'S GOT WHAT IT TAKES TO BE AN ENGINEER.

HI, KARL. WE'LL START WITH THE STANDARD ENGINEERING TEST.

OKEY-DOKEY

I HAVE THIRTY-FIVE PENS AND PENCILS HERE. HOW MANY ARE REALLY NEEDED TO PERFORM YOUR JOB?

ALL OF THEM.

CORRECT... NOW WHAT IS THE PROPER WAY TO CARRY THEM WITH YOU?

© 1993 Scott Adams

RIGHT AGAIN. LAST QUESTION: WHAT IS THE ADVANTAGE OF WEARING NATURAL FABRICS?

UH-OH... PANIC SITUATION.

I... I DON'T KNOW.

THAT'S OKAY. I WAS TESTING YOUR HAIR. YOU'RE AN ENGINEER.

© 1993 Scott Adams

IN ORDER TO BUILD
TEAM SPIRIT I'VE
DECIDED YOU SHOULD
HAVE LUNCH TOGETHER
ONCE A WEEK.



5-Artists © 1983 United Feature Syndicate, Inc.

I WON'T BE THERE
MYSELF BECAUSE IT
WOULD SERIOUSLY CUT
INTO MY FREE TIME.



Reprint: sunyadams@att.net

BESIDES, IT'S MY JOB
TO MOTIVATE, NOT GET
BOGGED DOWN IN THE
DETAILS.



WHAT ARE
YOU UP TO,
TED?

I'M WORKING
LIKE A DOG
LATELY.

5-Adapted © 1983 United Feature Syndicate, Inc.

I'D BETTER
NOT ASK.

Internet: submit@niles.com

SCRATCH
SCRATCH

I FOUND A TYPO IN
THE BUDGET SPREAD-
SHEET... IT'S TOO LATE
TO FIX IT.



5-Adams

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WE TRANSFERRED ONE
JOB TO ANOTHER GROUP
BUT ACCIDENTALLY KEPT
THE MONEY AND HEAD-
COUNT.



4-17

Internet: Judd@adams5.com

... SO, WE STILL
PAY YOU BUT
YOU AREN'T
ALLOWED TO
DO WORK.



I'VE GOT GOOD NEWS
AND BAD NEWS.

THE BAD NEWS IS THAT
HUGE COMPANIES LIKE US
CAN'T COMPETE AGAINST
SMALL, NIMBLE COMPANIES.
THE GOOD NEWS IS THAT
AT THIS RATE WELL BE
THE SMALLEST
COMPANY
AROUND.

WHAT AM
I DOING
WRONG
HERE?

WE'RE
NUMBER
ONE!

WE'RE
NUMBER
ONE!

YES!!

HEY, WALLY, HOW
DID YOU GET A
ROOF FOR YOUR
CUBICLE?



S. Adams - DUFFALONG@AOL.COM

THIS STUFF IS ALL
MODULAR. YOU JUST
TAKE SOME IDIOT'S
WALL AND MAKE IT
YOUR CEILING.



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BY ANY CHANCE,
DO YOU KNOW
WHAT HAPPENED
TO MY WALL?



WHAT DID
IT LOOK
LIKE?

DO YOU NOTICE
ANYTHING
DIFFERENT?

NO.

I'M WEARING
CONTACT LENSES.

THEN WHY ARE
YOU STILL
WEARING
GLASSES?

THEY'RE MY EMERGENCY
BACKUP SYSTEM.

YOUR PANTS
ARE ON
BACKWARDS.

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Reprint ©: JuddApostolakis.com

Dogbert

By Scott Adams



DOGBERT! RATBERT!
COME QUICKLY, I
FOUND A HOLE IN
THE FABRIC OF SPACE!



WE MUST LOOK INSIDE,
BUT IT'S TOO INCREDIBLY
DANGEROUS.



THANKS

NO
PROBLEM.



RATBERT FALLS INTO A HOLE
IN THE FABRIC OF SPACE

WHAT'S IT
LOOK LIKE,
RATBERT?



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IT'S BEAUTIFUL... I
SEE THE SECRETS OF
TIME REVEALED... AN
OBJECT APPROACHES...



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IT'S DICK
CLARK'S HAIR.



I'M GOING TO PULL RATBERT
OUT OF THE HOLE IN
SPACE BEFORE ANYTHING
BAD HAPPENS.



... ALTHOUGH ONLY A
MINUTE PASSED IN THIS
DIMENSION, I'VE BEEN
FLOATING IN THE OTHER
DIMENSION FOR
THREE HUNDRED
THOUSAND YEARS.



WOW! IT'S LUCKY
I DIDN'T REACH IN
THERE WITH
MY WATCH
HAND!



YES I WAS
BORED!!!
THANKS FOR
ASKING!!



I'M WRITING A BOOK
ABOUT BEING TRAPPED
IN THE SPACE HOLE FOR
THREE HUNDRED THOUSAND
YEARS.



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Day One: I thought
about cheese. Day
Two: See Day One.
Day three: See Day ~~One~~
Two...



Internet: www.mad.com

DO YOU KNOW
A GOOD
EDITOR?



WE'RE HAVING A
DEPARTMENT
BOWLING NIGHT
TOMORROW.



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IT'S MY WAY OF
REWARDING ALL OF
YOU FOR YOUR
PERFORMANCE THIS
QUARTER.



2-66

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WE HATE
DOING
THINGS
TOGETHER
AT NIGHT.



I WASN'T
HAPPY WITH
YOUR PER-
FORMANCE.



WOULD YOU LIKE TO POSE FOR MY NEW CALENDAR, "THE MEN OF ENGINEERING"?



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I HOPE TO DISPEL THE MYTH THAT ENGINEERS ARE OUT OF SHAPE AND UNAWARE OF WHAT OTHERS ARE THINKING.



Editorial: Submissions@ATAA.com

I'M STILL KIND OF
"PUMPED" FROM USING
THE MOUSE.

TAKE OFF
YOUR
SHIRT.



Dilbert

By Scott Adams



LET'S TAKE A
TEN-MINUTE
BREAK.

UH-OH

I'VE GOT TO USE THE
RESTROOM AND GET
BACK BEFORE ALL THE
MINGLE GROUPS HAVE
SOLIDIFIED.

OH NO, IT'S AN
AIR DRYER. AN
UNEXPECTED
DELAY!

IT'S TOO LATE. ALL
THE MINGLERS HAVE
FORMED IMPENETRABLE
GROUPS.

I'LL PRETEND TO STUDY
THE AGENDA SO IT
LOOKS LIKE I HAVE
A REASON TO BE
ALONE.

EVERYBODY KNOWS IT
DOESN'T TAKE THIS
LONG TO READ AN
AGENDA. NOW WHAT
DO I DO?!

I'VE GOT TO STAND
HERE ALONE, TOTALLY
NON-MINGLED, FOR
FIVE MORE MINUTES.

TOUGH
DAY AT
WORK?

JUST THE BREAKS.

HI, I'M TIM ZUMPH,
WRITER OF THE FAMOUS
MEMO OF FEBRUARY
THIRD, 1978...



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I REMEMBER IT SO
CLEARLY. MY BOSS
WALKED RIGHT UP AND
SAID "NICE MEMO, TIM."
AND IT WASN'T EVEN
TIME FOR MY ANNUAL
PERFORM-
ANCE
REVIEW.



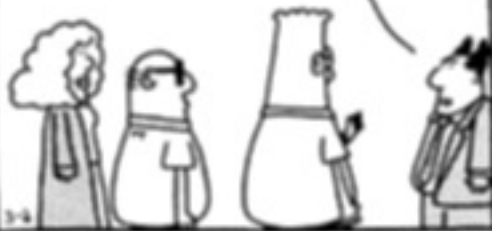
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I STILL
KEEP A
COPY
WITH ME.

TYPO...



FROM NOW ON, YOUR
RAISES WILL BE PARTLY
DEPENDENT ON AN
EVALUATION BY YOUR
CO-WORKERS.



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HYPOTHETICALLY, IF
MY CO-WORKERS GOT
SMALL RAISES THEN
WOULDN'T THERE BE
MORE AVAILABLE IN
THE BUDGET FOR
ME?



Adapted by: jufft@nbc.com

THAT DIDN'T LAST
LONG, EVEN BY
OUR STANDARDS.



I'VE BEEN SAYING FOR YEARS THAT "EMPLOYEES ARE OUR MOST VALUABLE ASSET."



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IT TURNS OUT THAT I WAS WRONG. MONEY IS OUR MOST VALUABLE ASSET. EMPLOYEES ARE NINTH.



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I'M AFRAID TO ASK WHAT CAME IN EIGHTH.



CARBON PAPER.

LOOK EVERYONE,
I'M ENGAGED!



5 Adults - submission.ams.com

HEY, IT'S ONE OF
THOSE "NEAR DIAMOND"
RINGS THEY WERE
SELLING ON THE
TV SHOPPING CHANNEL
FOR \$29.95.



UH... OF COURSE IT HAS
A LIST PRICE OF OVER
A HUNDRED DOLLARS...

OOM, GOOD
SAVE.



GEE, LINDA, IF YOU
DON'T MIND SOME
CONSTRUCTIVE CRITI-
CISM, THAT DRESS MAKES
YOU LOOK PUDGY.



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HAAIII!!!



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I STILL DON'T UNDERSTAND
WOMEN, BUT I THINK
WHEN THEY YELL "HAAIII"
IT MEANS THEY
LIKE THE DRESS
THEY'RE WEARING.



I DON'T UNDERSTAND WHY PHOTOGRAPHERS TRY SO HARD TO GET EMBARRASSING PICTURES OF CELEBRITIES.



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HECK, I COULD JUST SCAN THE CELEBRITY PHOTOS INTO MY COMPUTER AND CREATE ANY EMBARRASSING SITUATION YOU CAN THINK OF.



I THINK CINDY CRAWFORD SHOULD LOOK MORE REPULSED.

THIS IS BEFORE WE KISS.



Internet: www.adams5.com

Dilbert

By Scott Adams



I SEE SOME NEW FACES.
LET'S GO AROUND THE
TABLE AND INTRODUCE
OURSELVES.



I HATE THIS. I'M
ALWAYS AFRAID I'LL
FORGET MY NAME
WHEN THE PRESSURE
IS ON ME.



...AND I'VE
BEEN IN THE
INTEGRATED
DESIGN DISTRICT
FOR FOUR YEARS.

UH-OH



PEOPLE ARE SAYING
WHERE THEY WORK.
I CAN'T REMEMBER
THE NAME OF MY
DISTRICT.



...AND
THERE YOU
HAVE IT!
HA HA!

AAAGH! NOW
THEY'RE ADDING
WITTY COMMENTS



I'M DRAWING A BLANK.
MY ONLY CHANCE IS
TO PRETEND I ONLY
SPEAK NORWEGIAN.



NORNA BORNA
CORNA DORNA
FIORD CAZORDA
HA HA HA!



THE AMAZING THING IS
THAT I GET PAID THE SAME
NO MATTER WHAT
I DO.

THANK GOD
FOR THAT.



I JUST READ THAT
A NEW COMPUTER
CHIP IS ON THE
MARKET. YOUR
MACHINE IS
OUT OF DATE.



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YOU'RE BEHIND THE
CURVE. TECHNOLOGY
IS RACING AHEAD
WITHOUT YOU. YOU'RE
NO LONGER STATE-OF-
THE-ART OR LEADING
EDGE.



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SOMETIMES
PEOPLE LIKE
YOU CAN GET
JOBS IN
MUSEUMS.

I BOUGHT
THIS THING
YESTERDAY!!



I'M SO MAD... I JUST BOUGHT A NEW COMPUTER AND IT'S ALREADY OBSOLETE.



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DON'T FEEL BAD. THE OTHER ENGINEERS WON'T LOOK DOWN ON YOU JUST BECAUSE YOU'RE BEHIND THE TECHNOLOGY CURVE.



Internet: softschools.com

YEAH, WE WILL.

NOT RIGHT IN FRONT OF HIM.



LAPTOP COMPUTERS ARE
OUTDATED. YOU WANT
OUR NEW FINGERNAIL
MODELS.



YOU GLUE THEM PERMA-
NENTLY TO EACH NAIL.
THEY SENSE WHERE EACH
FINGER IS AT ALL TIMES.
YOU DON'T NEED A
KEYBOARD.



OF COURSE, SOME PEOPLE
PREFER THAT THEIR
COMPUTER NOT KNOW WHERE
THEIR FINGERS ARE AT
ALL TIMES.



I'M GOING TO START
A BUSINESS AS A
PROFESSIONAL
INSULTER.



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FOR EXAMPLE, I WOULD
SAY TO YOU, YOU'RE SO
UGLY YOU HAVE TO WEAR
A DISGUISE ON GARBAGE
PICK-UP DAY.



THAT WAS
UNCALLED
FOR.

WELL, THEN
NO CHARGE.



Internet: [southcoastnews.com](http://www.southcoastnews.com)

YES?

I HAVE A
DOGBERT
INSULT-O-GRAM
FROM YOUR
EX-WIFE...

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YOU'RE SO UGLY,
WEATHER SATELLITES
WON'T PHOTOGRAPH
YOUR TOWN UNLESS
IT'S CLOUDY.

Internet: 5actions@nbc.com

THE SMARTER
PEOPLE RECOG-
NIZE THIS AS A
TIPPING SITUA-
TION.

I'M NOT LOOKING FOR
ROMANCE. NO, I JUST
WANT TO BE FRIENDS.



THAT'S
ALL? BUT
WHY??

BECAUSE YOU
HAVE A
SNOUT LIKE
A PORPOISE.



WHEN YOU USE
REVERSE PSYCHOLOGY,
IT'S BEST TO LEAVE OUT
UNFLATTERING
REFERENCES TO
OTHER MAMMALS.



Dilbert

By Scott Adams



UH... LISA, I WAS WONDERING IF YOU'D LIKE TO GO ON A DATE WITH ME.

I CAN ONLY DATE YOU IF YOU SURVIVE THE "CHALLENGE OF FEAR."

WHAT IS THE "CHALLENGE OF FEAR"?

IT'S A TEST OF YOUR MANLINESS.

FIRST YOU MUST STICK YOUR HEAD IN THE DRAWER AS I SLAM IT SHUT.

THEN I STAPLE YOU TO THE EMPLOYEE BULLETIN BOARD.

LIVE WEASELS ARE STUFFED IN YOUR PANTS.

FINALLY, YOU MUST FLING YOURSELF DOWN THE ELEVATOR SHAFT!

THE WEIRD THING IS THAT THEY RULE THE WORLD.

READY

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DILBERT, I NEED YOU TO
STOP EVERYTHING AND
DO THIS EMERGENCY
BUDGET EXERCISE.



ESTIMATE THE BUDGET
IMPACT OF REPLACING
ALL THE ENGINEERS
WITH DECORATIVE
PLANTS.



LATER, I'LL SUMMARIZE
EVERYBODY'S INPUTS INTO
A BULLET POINT, LIKE
"OXYGEN IS GOOD."



I SUMMARIZED THE BUDGET
IMPACTS ON SIX HUNDRED
PROJECTS WITH THOSE
THREE BULLET POINTS.



5 Adults © 1993 United Feature Syndicate, Inc.

" - OXYGEN IS GOOD
- COMPETITION IS BAD
- I LIKE JELLO "



7/10

Internet: ScottAdams@AOL.com

DO YOU THINK
IT'S TOO DETAILED
FOR THE SENIOR
EXECUTIVES?



TAKE OUT THE
"COMPETITION"
ONE.



I THINK I'M
EVOLVING INTO
A FLYING RAT.



3-17

5. A. L. L. S. © 1983 United Feature Syndicate, Inc.

I NOTICED THAT MY ARMS
ARE FLATTER THAN MY
PARENTS' ARMS. IN A
MILLION YEARS THIS
NATURAL ADVANTAGE WILL
BECOME WINGS!



THERE GOES THE HAPPIEST
RAT I KNOW.



Internet: 5075Aldem@AOL.com

EVOLUTION TAKES MILLIONS OF YEARS, RATBERT. YOU'LL BE LONG GONE BEFORE RATS DEVELOP FLYING SKILLS.



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THAT'S WHAT THEY SAID TO THE WRIGHT BROTHERS.



BUT THEY BUILT AN AIRPLANE.

DON'T YOU THINK THEY TRIED THIS FIRST?



Reprinted: Scott Adams/5000.com

DILBERT SAYS IT'S
IMPOSSIBLE TO FLY
BY FLAPPING YOUR
ARMS. IS HE RIGHT,
BOB?



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IT JUST DEPENDS
HOW HARD YOU
FLAP.



IT MUST BE EMBARRASSING
TO BE YOU.



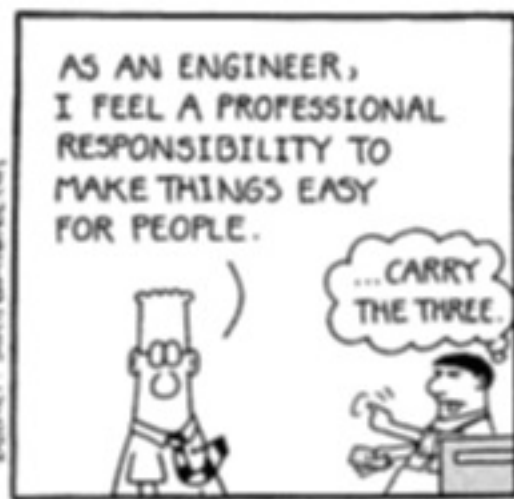
Internet: SniffAdams@aol.com



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Internet: ScottAdams@aol.com



Dilbert

By Scott Adams



HAVE YOU EVER NOTICED HOW CRABBY PEOPLE ALWAYS GET WHAT THEY WANT?

IT DEFIES ALL REASON. SOCIETY SHOULD PUNISH THE CRABBY, BUT INSTEAD THEY GET REWARDED.

SO WHY FIGHT IT? I'VE DECIDED TO TRY THE POWER OF CRABDOM MYSELF.

I'M WORKING. COULD WE TALK LATER?

LATER?! LATER?! IS MY TIME WORTHLESS TO YOU? WHAT ABOUT MY NEEDS?

WE'LL TALK NOW OR WE WON'T EVER TALK AGAIN!!

OKAY, OKAY! LET'S TALK.

OR WERE YOU JUST TESTING THE POWER OF CRABDOM?

NOW YOU WILL DANCE FOR ME.

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YOUR ENGINEERING
KNOWLEDGE IS GOOD,
BUT I CAN'T PROMOTE
YOU TO "PRIMA DONNA."



5 Adams E-mail: SCOTTADAMS@AOL.COM

...UNLESS YOU DEMONSTRATE
A FEW MORE SERIOUS
PERSONALITY DISORDERS.



7-42

I CAN
MUMBLE.

SURE, BUT CAN
YOU DO IT
WITH DISDAIN
FOR ALL OF
HUMANITY?



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I HAVE A CHANCE TO BE PROMOTED TO "TECHNOLOGY PRIMA DONNA" IF I CAN DEVELOP A PERSONALITY DISORDER.



5-Adams E-mail: SCOTTADAMS@AOL.COM

I DON'T KNOW HOW A PERSON CAN LEARN THAT SORT OF THING.

IT'S EASY.



3-43

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IMAGINE DUSTIN HOFFMAN IN "RAIN MAN." NOW ADD A DASH OF SEAN PENN MEETING A PAPARAZZI.



GRRR...
MUMBLE...
GRRR...



YOUR BOSS WON'T PROMOTE
YOU TO "TECHNICAL PRIMA
DONNA" UNTIL YOU
LEARN DISDAIN FOR
OTHERS.



PRETEND THIS INFLATABLE
DUMMY IS A CO-WORKER
ASKING A QUESTION. SEE
HOW LONG YOU CAN IGNORE
IT. I'LL CHECK BACK LATER.



PSST. NOTHING
PERSONAL, BUDDY
THIS IS JUST
PRACTICE.

HEY!
HEY!



I'LL PROVE I DESERVE TO
BE PROMOTED TO "TECH-
NICAL PRIMA DONNA."



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I THINK THIS SHOWS
THAT I'M EMOTIONALLY
UNSTABLE AND POTEN-
Tially DANGEROUS.



E-mail: JEFFREY@AOL.COM

HOW WAS
THAT?



IT WAS GOOD.
I'M STARTING
TO OVER-VALUE
YOUR TECHNICAL
KNOWLEDGE
ALREADY.



ALL EMPLOYEES
MUST FILL OUT
THIS FORM.



"EMPLOYEE ELECTION TO
NOT RESCIND THE
OPPOSITE ACTION OF
DECLINING THE REVERSE
INCLINATION TO NOT DIS-
CONTINUE EMPLOYMENT
WITH THE
COMPANY."



YOU'RE TRYING
TO TRICK US
INTO QUITTING,
AREN'T YOU?



USE INK.

LOOKS EASY
ENOUGH. J

HYPNOSIS
FOR WORLD
CONQUEST

HI, DOGBERT!
WHAT ARE
YOU READING?

NOTHING.
YOU WILL
REMEMBER
NOTHING

WHO AM
I? WHERE
AM I?

THAT WAS A
LITTLE BIT
LIKE SAND-
BLASTING A
SOUP CRACKER.

Dilbert

By Scott Adams



DO YOU HAVE
A MINUTE?

UH-OH, IT'S
TOUCHY-
FEELY STUFF.

WHAT'S GOING TO
HAPPEN TO OUR
DEPARTMENT? THE
RUMORS ARE FLYING.

WHAT HAVE
YOU HEARD?

RUMOR HAS IT THAT
FLYING LIZARDS
FROM THE PLANET
ZORB WILL BUY
THE COMPANY.

THEY PLAN TO TURN
THE EMPLOYEES INTO
GIANT CORN DOGS
ON STICKS.

DON'T WORRY ABOUT
RUMORS. IT'S
BUSINESS AS USUAL
FOR NOW.

GULP!!

I THINK I
HANDLED THAT
PRETTY WELL.

ARE YOU SURE THIS WILL
IMPRESS THE ZORBIANS?

I HEAR THEY
LIKE TEAM
PLAYERS.

I'M LOOKING FOR
A DEVICE THAT WILL
ALLOW ME TO TAKE
OVER THE SATELLITES
OF ALL THE MAJOR
BROADCASTERS.



IT WOULD BE ILLEGAL
TO SELL SOMETHING LIKE
THAT. BUT MAYBE YOU'D
BE INTERESTED IN AN
ELECTRONIC FISHING LURE
INSTEAD.



FISH CAN'T RESIST THE
"HIJACK 3000" LURE.
AND IT COMES WITH ITS
OWN STUPID-LOOKING
HAT!



BOB, I NEED
YOUR HELP IN
MY QUEST TO
CONQUER
EARTH.

WHAT DO I
DO?

I'LL USE MY POWERS OF
HYPNOSIS TO CONTROL
EVERYBODY WHO SEES
ME ON TELEVISION.
YOU MUST WHACK
EVERYBODY ELSE WITH
YOUR MIGHTY TAIL.

DID I EVER MENTION
THAT I HAVE SENSITIVE
SKIN?

START WITH
ACCOUNTANTS.
THEY'RE SOFT
AND YOU CAN
BUILD CALLUSES.

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3-Adams E-mail: SCOTT@ADAMS.COM

THIS IS DOGBERT... YOU
ARE ALL UNDER MY
HYPNOTIC POWERS...



I AM THE SUPREME RULER
OF EARTH. YOU MUST ALL
CARRY DOGBERT POSTERS
AND CHANT "DOGBERT
IS MY KING."



3-11

THAT IS ALL FOR NOW.
IF I THINK OF ANY-
THING ELSE IMPORTANT
I'LL LET YOU KNOW.



MAY I HAVE
A WORD WITH
YOU?



I UNDERSTAND THAT
YOU HIJACKED A SATELLITE
SIGNAL AND HYPNOTIZED
EVERYBODY TO CARRY YOUR
PICTURE AND CHANT YOUR
NAME. THAT
IS NOT
AMUSING.



IN RETROSPECT, I
SHOULDN'T HAVE SAID
"THAT IS NOT
AMUSING."



YOU HAVE TO ADMIT IT—
SINCE DOGBERT CONQUERED
THE EARTH WE'VE HAD NO
WARS AND THE ECONOMY
IMPROVED.



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IT COULD BE A COINCI-
DENCE. ALL HE'S ORDER-
ED SO FAR IS THAT WE
CARRY HIS PICTURE AND
WEAR BRASSIERES.



E-Mail: SCOTTADAMS@AOL.COM

I THINK
YOU'RE
AFRAID
OF CHANGE.



OH YEAH?
WELL, I DON'T
THINK YOU'RE
A "D" CUP.



THIS IS DOGBERT, MASTER
OF EARTH, WITH A
MESSAGE TO ALL
CREATURES...



I REALIZED THAT YOU
ARE ALL UNWORTHY OF
HAVING ME AS YOUR
KING. I AM RETIRING
TO GO SIT ON A
SOFT PILLOW.



NO MATTER WHAT I
DO, IT ALWAYS FEELS
BETTER WHEN I
STOP DOING IT.



Dilbert

By Scott Adams



ELECTRON HUT

(OPEN)

I'M LOOKING FOR
A P-CONNECT
ADAPTER POST.

WE DON'T
HAVE ANY.

THERE'S A WHOLE
SHELF OF THEM
RIGHT BEHIND
YOU.

THEY'RE ONLY FIVE
CENTS APIECE. I
CAN'T WASTE MY
TIME SELLING THEM.

I'M THE ONLY CUSTOMER
IN THE STORE! BESIDES,
WHY DO YOU STOCK SOME-
THING YOU DON'T WANT
TO SELL?

HERE! TAKE THREE!
AND STOP WASTING
MY TIME!

WHILE YOU'RE HERE,
HAVE YOU SEEN
OUR FINE LINE
OF COMPUTERS?

IS IT POSSIBLE THAT YOU'RE
PREJUDICED AGAINST RATS
BECAUSE YOU ONCE HAD
A BAD
EXPERIENCE
WITH A
RAT?



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JUST OUT OF CURIOSITY,
WHAT WOULD BE A
GOOD EXPERIENCE WITH
A RAT?

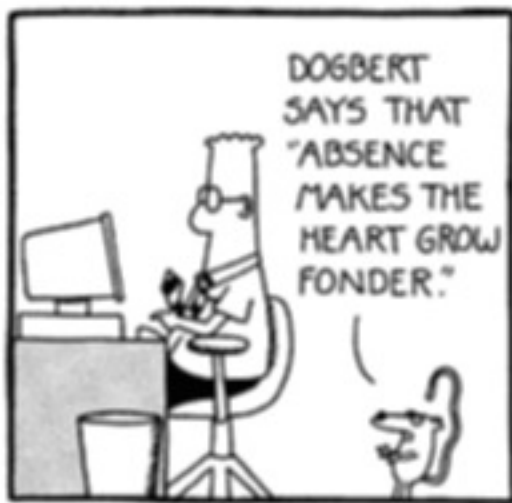


I BELIEVE
I'VE BEEN
INSULTED!

THAT WAS
KIND OF A
GOOD EXPERI-
ENCE.



E-mail: SCOTT@PDS@AOL.COM



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E-Mail: SUBTLE@WUSBAOL.COM



I WAS WONDERING
IF WE'RE A
DYSFUNCTIONAL
FAMILY.



YOU'RE NOT A FAMILY
MEMBER. YOU'RE A
RAT WHO WON'T GO
AWAY.



SUDDENLY I HAVE
THE URGE TO ROB
A CONVENIENCE
STORE.



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E-Mail: SUZIEADAMS@AOL.COM

IF I DON'T GET SOME
LOVE AND SUPPORT
AROUND HERE, I
MIGHT TURN TO
A LIFE OF
HEINOUS
CRIME...



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OR WORSE, I
COULD BECOME
A CERTIFIED
PUBLIC
ACCOUNTANT...



STOP IT.
YOU'RE
SCARING
ME...

I'M GOOD
WITH
NUMBERS.



E-mail: JEFF@GODWIN.COM

I HAVE TO GIVE A SPEECH
TO THE "SOCIETY OF
ENGINEERS" TODAY...
I'M A BIT NERVOUS.

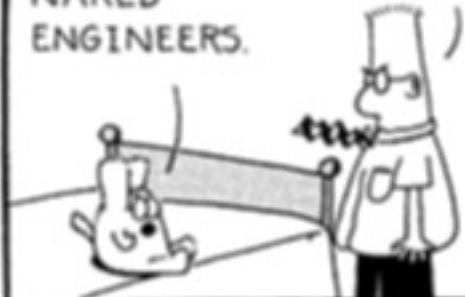


5-Admire E-Mail: SCOTT@ADMS.COM

SOMETIMES YOU CAN
RELAX BY IMAGINING
THE AUDIENCE IS
NAKED.



WHOA! CANCEL THAT.
I JUST PICTURED
FOUR HUNDRED
NAKED
ENGINEERS.



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... AS YOU APPROACHED
THE SPEED OF LIGHT
YOU WOULD BECOME
INFINITELY
DENSE.



J. Adams SCOTTADAMING@aol.com

THEN WOULD YOU
BE FORCED TO TAKE
A JOB AS A
HIGH SCHOOL
GYM TEACHER?



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THE BOOK CHANGES
SUBJECTS AT THIS
POINT.

SOUNDS LIKE
A COVER-UP.



Dibbert

By Scott Adams



A SMALL BAND OF THE CREATURES WERE KNOWN TO LIVE HIGH IN AN ARTIFICIAL STRUCTURE.



ON MY WAY TO STUDY THEM I TOOK NOTE OF THE NATIVE VEGETATION.



THE YOUNGER MALES WERE AT PLAY. THEY BECAME SELF-CONSCIOUS WHEN WATCHED.



THE DOMINANT MALE HAD A GRAY BACK. HE CONTROLLED THE OTHERS BY WAVING LITTLE ENVELOPES.



THERE WERE FEW FEMALES IN THE GROUP. THE LESS DOMINANT MALES HAD NO CHANCE OF MATING.



UNLIKE OTHER SPECIES THEY HAD NO INSTINCT FOR GROOMING.



MY TIME WAS UP. BUT I WILL MESS THEM, THOSE...



ENGINEERS IN THE MIST

HOW LONG ARE YOU SUPPOSED TO MICROWAVE POPCORN?



DON'T GET TOO CLOSE--
I FOUND OUT THAT MY
BALDNESS IS CAUSED BY
TOO MUCH TESTOSTERONE.



NOW WITH MY HAIR
GONE I'M AFRAID THE
TESTOSTERONE WILL
START FLINGING OUT
OF MY PORES.



HEY! YOU GOT
SOME ON MY
SHIRT!

DO YOU
HAVE A
PROBLEM
WITH THAT?



BEING BALD ISN'T SO
BAD. WITH ALL THIS
TESTOSTERONE, MEN
WILL FEAR ME AND
WOMEN WILL DESIRE
ME.



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TAKE A HIKE, FUZZY.
SHE'S MINE NOW.



E-MAIL: SUZUKI@NINJA.COM

I DO FIND
YOU STRANGELY
ATTRACTIVE.



TESTOSTER-
ONE; YOU'RE
HELPLESS.



GEE, WALLY, YOU SURE HAVE
BEEN POPULAR WITH WOMEN
SINCE THE TESTOSTERONE
STARTED SPEWING FROM
YOUR HEAD.



IT'S AMAZING ... I EVEN
BOUGHT A PICKUP TRUCK
AND A RIFLE SO I CAN
HUNT AFTER WORK.



WHAT DO
YOU HUNT
AROUND
HERE?



PIGEONS ARE
THE MOST
CONVENIENT...
DON'T EVEN
HAVE TO GET OUT
OF THE TRUCK.



MAYBE IT'S BECAUSE OF
MY HIGH TESTOSTERONE
LEVELS, BUT I COULDN'T
RESIST GETTING MY
PICKUP JACKED UP.



5. A. J. J. © 1983 United Feature Syndicate, Inc.

I THOUGHT IT WOULD
BE MORE FRIGHTEN-
ING TO THE PEOPLE
I TAILGATE.



E-mail: JEFF@JEFFREY.COM

THE ONLY PROBLEM IS
THAT YOU CAN'T LET
PEOPLE SEE YOU TRYING
TO GET IN IT.



LIFE HAS BEEN GREAT
SINCE THE TESTOSTER-
ONE STARTED SPEWING
FROM MY HEAD.



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IT LOOKS LIKE
THE FLOW IS
STOPPING.



E-Mail: SUITEAD@USMAIL.COM

WAIT-A-MINUTE.
WHY WAS I
TOUCHING
YOU?

I HOPE YOU
WON'T BE
SHALLOW
ABOUT THIS.



...AND PEOPLE WHO DON'T
BOTHER TO VOTE HAVE NO
RIGHT TO COMPLAIN.

WHY NOT?

WHY NOT? IT'S OBVIOUS.
NO VOTE MEANS NO RIGHT
TO COMPLAIN. YOU CAN'T
GET MUCH MORE LOGICAL
THAN THAT.

BESIDES, THAT'S HOW
I WAS RAISED.

YOU WERE
RAISED BY
BUMPER STICK-
ERS?

Dilbert

By Scott Adams



THANKS FOR ASKING ME TO DINNER, DILBERT.

IT'S MY PLEAS...

I LOVE EATING OUT. WHAT KIND OF TABLE-CLOTH IS THIS? I SAW A MOVIE LAST MONTH.

UH-OH... SHE'S A SERIAL YAKKER.

YAK YAK YAK BLAH BLAH YAK YAK BLAH YAK

SHE CHANGES TOPICS WITHOUT EVEN PAUSING TO BREATHE.

YAK YAK YAK

IT'S TOO HARD TO LISTEN. I'M SLIPPING INTO A COMA.

YAK YAK YAK YAK YAK YAK YAK

YAK YAK YAK YAK YAK YAK YAK

YAK YAK YAK YAK YAK YAK YAK YAK YAK YAK

IS THERE SOME PROBLEM?

RU-U-UH! SAVE YOURSELF!

YAK YAK BLAH BLAH YAK YAK YAK YAK BLAH BLAH

SERIAL YAKKER!

HELP ME.

SHHH! I'M TRYING TO PLAY DEAD.

THE LOCAL SCHOOL WANTS
SOMEBODY TO TALK TO
THE KIDS ABOUT A
CAREER AS AN ENGI-
NEER.



I'M GIVING THIS PLUM
ASSIGNMENT TO YOU
BECAUSE YOU'RE SUCH
A GOOD ROLE MODEL.



IT'S MORE
SINCERE
SOUNDING
WHEN YOU
DON'T
GIGGLE.



REMEMBER,
CHILDREN
ARE OUR
FUTURE!



DILBERT HAS AGREED
TO TALK TO THE CLASS
ABOUT EXCITING
CAREERS IN THE FIELD
OF ENGINEERING!



SAYING: E-MAIL: JUSTTAG@NUGRA.COM

THERE'S MORE TO
BEING AN ENGINEER
THAN JUST WRITING
TECHNICAL MEMOS
THAT NOBODY READS.



4-40

ONCE IN A WHILE, SOME-
BODY READS ONE. THEN
YOU HAVE TO FIND A
SCAPEGOAT, OR USE
SOME VACATION TIME
AND HOPE IT ALL
BLOWS OVER.



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DILBERT TALKS TO A CLASS
ABOUT CAREER OPTIONS.

ENGINEERING IS
ONE OF THE BEST
CAREERS AVAIL-
ABLE.



Scanned by - E-mail: scannedby@att.net

FOR THE NEXT TWENTY
YEARS I'LL SIT IN A
BIG BOX CALLED A
CUBICLE. IT'S LIKE A
RESTROOM STALL BUT
WITH LOWER WALLS.



9-46

I SPEND MOST OF MY
TIME HOPING THE
ELECTROMAGNETIC FIELDS
FROM MY OFFICE
EQUIPMENT AREN'T
KILLING ME.



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DILBERT TALKS TO A CLASS
ABOUT CAREER OPTIONS.

AND DON'T FORGET THE
SOCIAL LIFE THAT COMES
WITH BEING AN
ENGINEER.



NINETY PERCENT OF ALL
ENGINEERS ARE GUYS,
SO IT'S A BONANZA OF
DATING OPPORTUNITIES
FOR THE LADIES WHO
ENTER THE FIELD.



FOR THE MEN, THERE ARE
THESE LITTLE VIDEO GAME
DEVICES...



WOULD I BE
ALLOWED TO
DATE A NON-
ENGINEER?



DILBERT TALKS TO A CLASS
ABOUT CAREER OPTIONS.

THE GOAL OF EVERY
ENGINEER IS TO
RETIRE WITHOUT
GETTING BLAMED
FOR A MAJOR
CATASTROPHE.



5-Ading E-mel: 3077ADAM@GMAIL.COM

ENGINEERS PREFER TO
WORK AS "CONSULTANTS"
ON PROJECT TEAMS.
THAT WAY THERE'S NO
REAL WORK, BLAME IS
SPREAD ACROSS THE GROUP,

AND YOU CAN
CRUSH ANY
IDEA FROM
MARKETING!



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...AND SOMETIMES
YOU GET FREE
DONUTS JUST FOR
SHOWING UP!

GET OUT OF
MY CLASS-
ROOM.



LOOK WHAT I GOT FOR
MY COMPUTER! IT'S
A ROMOSTATIC
REAL-TIME DATA
COMPRESSION
PROCESSOR!



5 Adults E-mail: SIGOTADAPING@GAL.COM

OOOH... I CAN'T WAIT
TO PLUG YOU IN, MY
LITTLE DARLING. I'VE
WAITED SO
LONG.



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OH
YES!
YES!

DOES THE
CHURCH
KNOW
ABOUT
THIS?



Dilbert

By Scott Adams



GOVERNMENT STATISTICS SHOW THAT OFFICE PRODUCTIVITY WENT DOWN AS COMPUTERS BECAME WIDELY USED.



BUT I DIDN'T BELIEVE IT.



SO I WROTE A LITTLE SOFTWARE PROGRAM TO TEST THAT CONCLUSION.



IT ONLY TOOK A MONTH, BUT IT PRODUCED SOME IMPRESSIVE DATA.



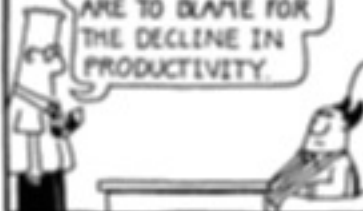
IN FACT, IT WAS SO IMPRESSIVE IT TOOK A WEEK TO FIGURE OUT HOW TO PRINT IT.



BUT BEFORE I COULD PRINT, MY COMPUTER CRASHED AND I DIDN'T HAVE BACKUP COPIES.



SO, IT SEEMS THE GOVERNMENT WAS RIGHT; COMPUTERS ARE TO BLAME FOR THE DECLINE IN PRODUCTIVITY.



DO YOU THINK THE EMPLOYEES COULD BE PARTLY RESPONSIBLE?

SURE, FIND A SCAPEGOAT.



I NEED TO WORK ON
SOMETHING BIG SO
I CAN JUSTIFY MY
EXISTENCE HERE.

BUT NOT SOMETHING
IMPORTANT, BECAUSE
THAT WOULD DRAW
ATTENTION TO ME
AT A TIME OF STAFF
CUTS.

WHAT CAN I DO
THAT COSTS A
LOT BUT NOBODY
WANTS?

'EMPOW-
ERMENT'
SURE
MADE
THEM
QUIET.

FOR ONLY TWENTY-FIVE THOUSAND DOLLARS I'VE ELIMINATED MANY TEDIOUS AND TIME-CONSUMING PROCESSES.



S. Adams E-mail: SCOTTADAMS@AOL.COM

WHAT WOULD BE AN EXAMPLE OF ONE OF THOSE TEDIOUS AND TIME-CONSUMING PROCESSES?



W-27

WELL, THERE WAS THE PROCESS OF SITTING AROUND AND WISHING I HAD MORE COMPUTER STUFF...



NEXT TIME DON'T ASK.

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AFTER THAT TRAGIC
STORY WE HAVE AN
EVEN MORE TRAGIC
UPDATE ON A
PREVIOUSLY
REPORTED TRAGEDY,
THEN...



5-Albums E-mail: SCOTTADAVIS@AOL.COM

WE'LL TELL YOU ABOUT
PEOPLE WHO GOT KILLED
BY THE WEATHER. AND
IN SPORTS WE PROFILE
THE INJURY OF THE
WEEK.



AND IN LOCAL NEWS,
NOT MUCH WAS HAPPEN-
ING, SO WE DROVE THE
NEWS VAN AROUND
UNTIL WE HIT A
PEDESTRIAN.



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I'M GOING TO
START-UP A
TELEVISION NEWS
NETWORK THAT
ONLY REPORTS
HAPPY STORIES.



IN SPORTS, FIFTY PERCENT
OF THE TEAMS WON THEIR
GAMES YESTERDAY. AND
ALL THE PLAYERS ARE
MILLIONAIRES - MOST OF
WHOM HAVE NO SERIOUS
DRUG PROBLEMS.



OUR PERSON OF THE WEEK
IS DARRYL, WHO, DESPITE
HIS TINY BRAIN, FOUND
SUCCESS
THROUGH A
LIFE OF CRIME.



DOGBERT'S GOOD NEWS SHOW

NINE OUT OF TEN PEOPLE
HAVE JOBS... THREE
BILLION PEOPLE HAD A
NICE DAY TODAY... AND
THE FOREST HAS PLENTY
OF OWLS.



REGULAR NEWS SHOW

A HUGE ASTEROID COULD
DESTROY EARTH! AND
BY COINCIDENCE, THAT'S
THE SUBJECT OF TONIGHT'S
MINISERIES.



BACK TO DOGBERT...

IN SCIENCE, RESEARCHERS
PROVED THAT THIS SIMPLE
DEVICE CAN KEEP IDIOTS
OFF OF YOUR TELEVISION
SCREEN.



5 Adams Email: JUSTIN@MAGAZ.COM

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...THEN I SAID
"WHAT ABOUT
AN OPTICAL DISK
FILE SERVER."

SO DORING,
FALLING
ASLEEP...

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I DON'T KNOW HOW
SHE DIED. I WAS
TELLING HER ABOUT
AN OPTICAL...



Dilbert

By Scott Adams



IT'S THE
MAIN
THING TO
DO.

DUNGEE
JUMP
\$10

I'D LIKE TO EXPOSE
MYSELF TO AVOIDABLE
DANGER.

SET RIGHT
DOWN.

I NEED TO KNOW
YOUR WEIGHT SO
I CAN ADJUST THE
DUNGEE CORD.

BE SURE YOU DON'T
UNDER-ESTIMATE
YOUR WEIGHT OR ELSE
YOUR HEAD WILL HIT
THE GROUND LIKE AN
OVER-RIPE CANTALOUPE.

SEVEN HUNDRED
POUNDS.

COUNT TO
THREE AND
JUMP.

I DIDN'T KNOW
YOU COULD DO
THIS ON A
HILL.

TODAY,
I AM
A MAN.

FOR A HUNDRED
DUCKS I'LL PULL
YOU BACK.

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I PREPARE TO ENTER
THE SENSORY DEPRI-
VATION CHAMBER.



SADAMS - E-MAIL: SCOTT@DANKMEMO.COM

I WILL EXPERIENCE
NO MENTAL OR
PHYSICAL STIMULA-
TION FOR HOURS.



9-3

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ALL THAT AND
I GET PAID
TOO.



... COMPANIES
MUST LEARN
TO EMBRACE
CHANGE.

UH-OH. IT'S
ANOTHER
MANAGE-
MENT FAD.

S. Adams E-mail: JEFF@ADAMS.COM

WILL IT PASS
QUICKLY OR WILL
IT LINGER LIKE
THE STENCH OF A
DEAD WOODCHUCK
UNDER THE PORCH?

I THINK
WE SHOULD
DO A "CHANGE"
NEWSLETTER.

WOODCHUCK.

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S. Adams E-mail: SCOTTADAMS@AOL.COM



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CAN YOU
HELP ME?

NO, I'M
AFRAID I
CAN'T.

YOU SEE, I GET PAID THE
SAME LOW HOURLY WAGE
WHETHER YOU BUY THAT
SHIRT OR NOT. AND
AFTER YEARS IN THIS
BUSINESS I'VE LEARNED
TO DESPISE
THE GENERAL
PUBLIC.

PLEASE... I
HAVE EXACT
CHANGE.

I HAVE NO
WAY OF KNOW-
ING IF
THAT'S TRUE.

5 Adams E-mail: SCOTT@DYNACOLOR.COM

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EXCUSE ME. DO YOU HAVE
ANY PANTS THAT AREN'T
A TWELVE-INCH WAIST
AND FIFTY INCHES
LONG?



S. Adams (c) 1983 SCOTT ADAMS/BOB COX

I ASK BECAUSE THERE ARE
NO HUMAN BEINGS WHO
COULD WEAR THESE PANTS,
AND ONE OF THE SECRETS
OF RETAIL SUCCESS IS TO
STOCK MERCHANDISE
THAT SOMEBODY
MIGHT WANT.



THEN PEOPLE
WOULD SHOP
HERE AND
ACTUALLY
BUY THINGS.

WOW, THAT'S
WAY HARDER
THAN WHAT
WE DO.



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IT WAS ANOTHER
HIDEOUS SHOPPING
EXPERIENCE, BUT
I FOUND EXACTLY
THE PANTS I
WANT.

I'M
SORRY...

S. Adams E-mail: SKOTTA@ATTNORCA.COM

THIS CARD WAS REPORTED
STOLEN. THE REAL OWN-
ER WAS STRANGLED
WITH HIS OWN PANTS
JUST MINUTES AGO ON
AISLE SIX...

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THAT WOULD
EXPLAIN WHY
THESE WERE ON
THE FLOOR BY
THE CHALK OUT-
LINE.

Dilbert

By Scott Adams



DID YOU KNOW
THAT TWENTY
PERCENT OF ALL
MICROFLEEMS ARE
SUBRADIANTE?

UH OH. THE BOSS
HAS LATCHED
ONTO SOME OBSCURE
ENGINEERING
FACT.

THIS IS GOING
TO BE PAINFUL.

JUST THINK OF THE
IMPLICATIONS. IT
MEANS EIGHTY PERCENT
OF MICROFLEEMS ARE
NOT SUBRADIANTE..

MAYBE I CAN
HIDE UNDER THE
DESK UNTIL THIS
BLOWS OVER..

DON'T YOU THINK IT'S
FASCINATING? I
MEAN, WHAT WITH
THE IMPLICATIONS
AND ALL...

OKAY, OKAY. I
ACKNOWLEDGE
YOUR INCREDIBLE
GRASP OF TECH-
NOLOGY ISSUES.

IT ALMOST MAKES
ME CURIOUS WHAT
A MICROFLEEM IS.

© Adams

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DILBERT, I WANT YOU
TO HELP SUSAN PUT THE
DEPARTMENT BUDGET
TOGETHER.



BUDGET?!

NO, PLEASE! I'LL BE
BRANDED FOR LIFE. THE
OTHER ENGINEERS WILL
SPIT ON ME.



DARN, HIS
GUARD IS
UP.

I'LL HAVE TO
WEAR A
RAINCOAT
TO WORK!



DILBERT IS ASSIGNED TO
PREPARE THE BUDGET.

YOU'LL HAVE TO
LEARN OUR
BUDGET SYSTEM.



J. Adams © 1993 United Feature Syndicate, Inc.

IT WAS DEVELOPED 400
YEARS AGO BY A CRAZED
MONK WHO SEALED HIM-
SELF IN A WINE CASK.



5-11

E-MAIL: SMITTING@AOL.COM

UNFORTUNATELY,
WE STILL HAVE
HIM.

HEY, I'VE GOT
ANOTHER
IDEA.



THE OTHER ENGINEERS
SHUN ME BECAUSE I'M
ASSIGNED TO WORK
ON THE BUDGET.

SHUN

THEY KNOW I COULD POUNCE
ANY MOMENT AND ASK
INANE HYPOTHETICAL
BUDGET QUESTIONS.

SHUN

WHAT IF YOU ONLY HAD
HALF AS MUCH ELECTRICITY
NEXT YEAR?

TOO LATE. I
SHUNNED YOU.

HEY, "DIL-BUTT," I
HEAR THEY GOT YOU
DOING BUDGET WORK
NOW.



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HA HA! IT MUST BE
REALLY EXCITING WORK.
I MEAN, GOSH, MAKING
ALL THOSE NUMBERS
ADD UP.



E-mail: SCOTT@AMERICAN.COM

HA HA! I'M
GLAD I HAVE
A REAL JOB!



NOT ANY-
MORE.



HOW CAN I BE SURE
I'M A RAT?



5-Adams E-Mail: 5adams@earthlink.net

WHAT IF I'M REALLY
SOMETHING ELSE —
LIKE A POTATO —
AND I JUST THINK
I'M A RAT?



6-14

I THINK,
THEREFORE
I'M A YAM.



IT WOULD
EXPLAIN
A LOT.



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I NEVER LEARNED TO READ,
BUT IT DIDN'T MATTER
BECAUSE I WAS A GREAT
ATHLETE.



J. Adams E-mail: JAdams@AOL.com

THEN CAME THE MULTI-
MILLION DOLLAR CONTRACT,
WHICH I SPENT ON DRUGS.
EVENTUALLY I WAS
BANNED FROM SPORTS.
I QUIT DRUGS BECAUSE
I COULDN'T AFFORD IT.



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NOW I'M A MOTIVA-
TIONAL SPEAKER.



HAVE YOU MOTI-
VATED ANYBODY
TO BECOME
ILLITERATE YET?

Dilbert

By Scott Adams



I GAVE FIVE HUNDRED DOLLARS TO CHARITY THIS YEAR.

I BELIEVE IT'S MY MORAL DUTY TO HELP THOSE LESS FORTUNATE.

FIVE HUNDRED DOLLARS?

WHAT KIND OF MORALITY IS THAT?

PEOPLE ARE STARVING AND YOU STILL HAVE PLENTY OF MONEY LEFT FOR YOUR HOBBIES.

ACCORDING TO YOUR MORAL CODE IT'S MORE IMPORTANT FOR YOU TO HAVE A NEW COMPUTER THAN FOR POOR PEOPLE TO EAT.

MORALITY? HA! YOU SPENT FIVE HUNDRED DUCKS TO EASE YOUR OWN GUILT!

AND IT WORKED. I FEEL PRETTY GOOD.

HOW MUCH DID YOU GIVE TO CHARITY?

A THOUSAND. THAT'S WHY I'M SO TORMUED.

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IF I HAVE ENOUGH BLIND
DATES, EVENTUALLY THE
ODDS WILL BE IN
MY FAVOR.



5-Adams E-mail: SCOTTADAMS@AOL.COM

HI, I'M DEBBIE
AND I'M DONNA.



I THINK
THIS ACTUALLY
IMPROVES
MY ODDS.

WE'RE
TELEPATHIC.



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OUR LAST BLIND DATE
WAS INTIMIDATED
JUST BECAUSE WE'RE
TWO-HEADED AND
TELEPATHIC.



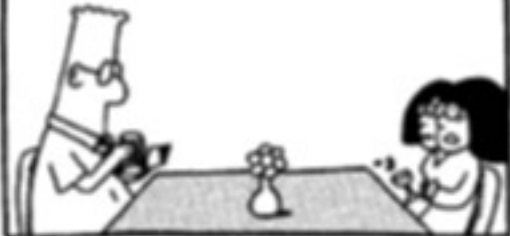
J. Adams E-mail: SCOTTADAMS@AOL.COM

MUST CLEAR MY MIND.
DON'T THINK OF
ANYTHING NAUGHTY.



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OOPS



BELIEVE IT OR NOT, THIS
IS THE FIRST TIME I'VE
EVER DATED A TWO-
HEADED TELEPATH.



Sullivan E-mail: SULLIVAN@AOL.COM

YOU MIGHT PICK UP A
STRANGE THOUGHT OR TWO,
BUT BELIEVE ME, THESE
ARE NORMAL THOUGHTS
FOR A GUY...



WELL, MAYBE
NOT THAT LAST
ONE...



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YOU'RE WONDERING
HOW TO HANDLE THE
GOOD NIGHT KISS...



5-Album E-mail: SCOTTADWYER@AOL.COM

BY A VOTE OF TWO TO
ZERO WE'VE DECIDED
NOT TO KISS YOU. AND
DEBBIE HAS THREATENED
A FILIBUSTER ON THE
HANDSHAKE ISSUE.



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IT'S A
BLUFF.



NICE WEATHER
TODAY. HAVE
YOU SEEN ANY
GOOD MOVIES?
HOW ABOUT
THE ECONOMY,
HUH?



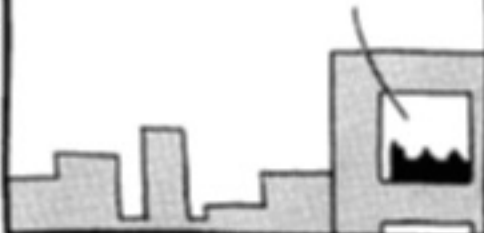
COMPANY HEADQUARTERS

DOES ANYBODY
HAVE A PLAN
FOR GETTING
RID OF THE
EMPLOYEES?



5 Adams E. New SCOTTINGADOL.COM

WELL, THEY'RE BAD AT
MATH; WE COULD OFFER
DECEPTIVELY SMALL
SUMS OF MONEY TO
PEOPLE WHO RETIRE.



HEY, THIS
COULD BE
GOOD.

IT'S BEEN A
LONG TIME
SINCE I HAD
TO CALCULATE
THE COSINE OF ANYTHING



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GOOD REPORT... BUT
ADD A SENTENCE THAT
SAYS MICRO-ROBOTICS
IS A DEAD-END
TECHNOLOGY.



J. Adams E-Mail: SCOTTADAMS@AOL.COM

BUT THAT'S THE EXACT
OPPOSITE OF MY POINT!
IF I ADD THAT, THE
WHOLE REPORT WOULD
BE A CONFUSING AND
SENSELESS WASTE OF
TIME!



THAT'S OKAY.
WE JUST
WON'T LET
ANYBODY
ELSE SEE
IT.

IS THIS A
WIN-WIN
SCENARIO?



Dilbert

By Scott Adams



BANK
OF
ETHEL

NEXT
VICTIM.

YOU CHARGED ME
A FEE FOR PAYING
MY CREDIT CARD
BILL A DAY LATE.

SO?

WHY DON'T YOUR COMPUTERS
AUTOMATICALLY
TRANSFER MONEY FROM
MY CHECKING ACCOUNT
INSTEAD OF CHARGING A
PENALTY?

FRANKLY, WE'RE NOT
MUCH INTO THE
"CUSTOMER SERVICE"
CRAZE.

WE PREFER TO SET
LITTLE TRAPS SO
CUSTOMERS GET HIT
WITH UNEXPECTED
PENALTIES.

WELL!! I THINK
I'LL JUST TAKE MY
BUSINESS ELSEWHERE!

YOU'RE ANNOYING
ME. THAT'S A
HUNDRED DOLLAR
PENALTY!

I DON'T THINK I
CAN EVEN CLAIM A
MORAL VICTORY HERE.

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HEY, WHAT ARE
YOU DOING? ARE
YOU SLEEPING?

ZZZZZ

UH... NO, I
WAS BRAIN-
STORMING.

WHAT IDEA
DID YOU
COME UP
WITH?

IT INVOLVES
IRENE IN
ACCOUNTING.
SHE'S THE STERN
NURSE AND I'M
THE INCORRIGIBLE
INDUSTRIALIST.

I ALREADY
THOUGHT OF
THAT ONE.

MY PRODUCTIVITY
IS SHOT. I CAN'T
STOP DAYDREAMING
ABOUT IRENE IN
ACCOUNTING.



DO WHAT I DID. TRY TO
PHASE OUT OF IT BY
DAYDREAMING OF LAURA
IN ENGINEERING, THEN
MOVE TO THE ORDINARY-
LOOKING BETTY IN
MARKETING.



NOW I'M
DAYDREAM-
ING ABOUT
ALL THREE
OF THEM.



SAME THING
HAPPENED
TO ME.



I UNDERSTAND THAT
YOU MEN ARE SPENDING
THREE-QUARTERS
OF YOUR TIME DAY-
DREAMING ABOUT
ATTRACTIVE WOMEN.



S. Adams E-mail: SCOTTADAMS@AOL.COM

DO YOU REALIZE
HOW MUCH TIME
IS BEING WASTED
HERE?



TWENTY-
FIVE
PERCENT?

IT'S A
TRICK
QUESTION.

IRENE



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MY "DEFANTALATOR"
INVENTION CAN ELIMINATE
THE UNPRODUCTIVE AND
NAUGHTY THOUGHTS OF YOUR
MALE EMPLOYEES.

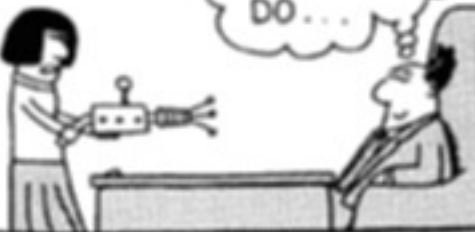


WE SUCCEEDED IN GETTING
MEN TO STOP ACTING
LIKE MEN, BUT IT
WASN'T ENOUGH. MEN
MUST STOP THINKING
LIKE MEN TOO.



HEY! CUT
IT OUT!

HMM... A
LITTLE MAKE-
UP AND A
NEW HAIR-
DO...



THERE'S ANOTHER
UNPRODUCTIVE MAN,
DAYDREAMING ABOUT
ATTRACTIVE WOMEN.



Suttons E-mail: Suttons@aol.com

A SHORT BURST
FROM MY "DE-
FANTALATOR"
SHOULD SET HIM
STRAIGHT.



5-28

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HEY! I THINK
I'M STARTING
TO LIKE FIGURE
SKATING!



OUR SCHOOL SYSTEM
IS A COMPLETE
FAILURE, DOGBERT.

WHY'S
THAT?



THE SCHOOLS SHOULD BE
PREPARING THESE KIDS
TO BE SCIENTISTS AND
ENGINEERS. THAT'S
THE ONLY WAY OUR
ECONOMY WILL PROSPER.



INSTEAD, WE'LL BE
A NATION OF MAIDS
AND JANITORS.

YEAH, BUT
THINK HOW
CLEAN IT
WILL BE.



Dilbert

By Scott Adams



DO YOU THINK
THE CHEMISTRY
OF THE BRAIN
CONTROLS WHAT
PEOPLE DO?

OF
COURSE.

THEN HOW CAN WE
BLAME PEOPLE FOR
THEIR ACTIONS?

BECAUSE PEOPLE
HAVE FREE WILL
TO DO AS THEY
CHOOSE.

ARE YOU SAYING
THAT "FREE WILL"
IS NOT PART OF
THE BRAIN?

OF COURSE IT IS. BUT
IT'S THE PART OF THE
BRAIN THAT'S OUT
THERE JUST BEING
KIND OF
FREE.

SO, YOU'RE SAYING THE
"FREE WILL" PART OF
THE BRAIN IS EXEMPT
FROM THE NATURAL
LAWS OF PHYSICS.

OBVIOUSLY. OTHERWISE
WE COULDN'T BLAME
PEOPLE FOR ANYTHING
THEY DO.

DO YOU THINK
THE "FREE WILL"
PART OF THE
BRAIN IS
ATTACHED OR
DOES IT JUST
FLOAT NEARBY?

SHUT
UP.

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I CAN'T WAIT TO
GROW UP AND GET
OUT OF SCHOOL.



5 Adults E-mail: JEFF@DANNY@AOL.COM

ACTUALLY, NORIKO, YOUR
GENERATION WILL HAVE
TO TAKE CLASSES AND
WORK FULL-TIME YOUR
WHOLE LIVES ... ASSUMING
ANY JOBS EXIST.

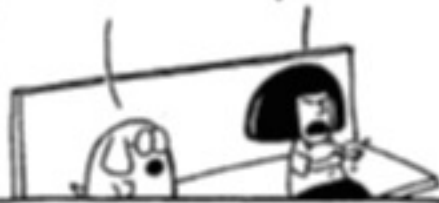


5-31

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BUT ON THE
PLUS SIDE,
TELEVISION
WILL HAVE
A THOUSAND
CHANNELS.

THAT'S IT;
SOMEBODY'S
GOT SOME
EXPLAINING
TO DO!



WHO THE HECK IS
RUNNING THIS
PLANET??! IT'S A
TOTAL DISASTER!!



THE ENVIRONMENT
IS A MESS! CRIME AND
POVERTY EVERYWHERE!!
WHO'S RESPONSIBLE?!!



HI, NORIKO. IS
SOMETHING WRONG?



YOU ADULTS HAVE TOTALLY
MESSED UP THE PLANET !!
WHERE'S THE ACCOUNT-
ABILITY ???!



S. Adams E-mail: JEFFADAMS@aol.com

YOU KNOW OUR IMPLIED
SOCIAL CONTRACT! YOU
TAKE CARE OF THE KIDS,
THEN WE TAKE CARE
OF YOU WHEN YOU'RE
OLD. THAT'S HOW IT'S
SUPPOSED TO
WORK.



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WELL, I ...



THE DEAL
IS **OFF!!**

YOU ADULTS ARE RUINING
THE PLANET FOR MY GEN-
ERATION.



WE KIDS HAVE NO
POWER NOW, BUT I'M
TAKING NAMES. WHEN
WE TAKE POWER WE'LL
SHIP YOU ALL TO A
PENAL COLONY
ON MARS.



THERE'S NO OXYGEN
ON MARS.

OH, NOW YOU
LEARN TO PLAN
AHEAD.



NORIKO, I'D LIKE
YOU TO MEET BOB
THE DINOSAUR.

HI

HI

I THOUGHT
DINOSAURS
WERE ALL
EXTINCT.

NO, THEY
WERE JUST
HIDING.
WE FOUND
BOB BEHIND
THE COUCH.

I WISH
WE HAD
ONE AT
OUR
HOUSE.

LOOK IN YOUR
CREDENZA. THE
BELMONT'S LIVE
IN THE "KRAZY
GLUE"
DRAWER.

TAKE BOB WITH YOU,
NORIKO. YOU'LL
NEED HELP SAVING
THE PLANET FOR
YOUR GENERATION.



I HAVE A
BLACK BELT
IN KARATE.
WHAT SKILLS
DO YOU BRING
TO THE PARTY?



WEDGIES,
MOSTLY.

IT'S NOT AS MENACING
AS KARATE, BUT YOU
HAVE TO LOVE THE
EXPRESSIONS ON THEIR
FACES.



TURN HIM
THIS WAY.

Dilbert

By Scott Adams



IT'S TIME FOR YOUR ANNUAL PERFORMANCE REVIEW.



© Adams

THE PROCESS IS THE SAME AS USUAL.



MAKE YOUR ACCOMPLISHMENTS FIT THE TRENDY CATEGORIES ON THIS FORM.



"1. ESTIMATE THE CASH VALUE OF THE EMPLOYMENT YOU DISPLAYED THIS YEAR. CITE EXAMPLES."



TRY TO MAKE YOUR ACCOMPLISHMENTS MATCH THE RAISE I'VE ALREADY DECIDED FOR YOU.



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WHY DON'T YOU JUST TELL ME WHAT YOU'VE DECIDED?



WHAT-- AND RUIN THE MOTIVATIONAL VALUE OF THE PROCESS??



© 1997 Scott Adams

HOW DID I GET STUCK WITH ALL THE CRITICAL EMPLOYEES?



STOP RIGHT THERE,
MISTER ADULT!
YOU'VE GOT SOME
EXPLAINING TO
DO TO MY
GENERATION!



IT'S QUITE SIMPLE, REALLY.
CHILDREN HAVE NO
POLITICAL POWER. SO
WE ADULTS CAN PLUNDER
THE PLANET, RUN UP
HUGE DEBTS, THEN DIE
FAT AND HAPPY!



I'VE NEVER
SEEN ANYBODY
LIFTED BY
HIS BRIEFS
AND SPUN IN
THE AIR LIKE
THAT.

THAT'S MY
"TWIRLING
WEDGIE."



THIS IS DOGBERT, WITH
A BROADCAST E-MAIL
MESSAGE TO ALL
COMPUTER GEEKS ...



E-MAIL: SCOTTADAMING@AOL.COM

I DECLARE MYSELF TO
BE YOUR LEADER. AND
I NAME MY EMPIRE
THE "VIRTUAL ELECTRONIC
NATION OF DOGBERT,"
VENOD FOR SHORT.



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I ASSUME YOU'LL BE
EXPLOITING THE SIMPLE
PEOPLE OF VENOD FOR
PERSONAL GAIN.

YEAH, IT'S A
LEADERSHIP
TRADITION.



NOW THAT YOU'VE UNITED
THE ELECTRONIC MAIL
USERS OF THE WORLD,
WHAT ARE YOU GOING
TO DO?



I'LL POLL THEM ABOUT
THEIR NEEDS, THEN USE
THEIR COLLECTIVE POLITICAL
AND ECONOMIC POWER TO
GET THEM WHATEVER THE
MAJORITY WANTS.



COULDN'T YOU EASILY
RIG THE VOTE TO SUPPORT
YOUR OWN SELFISH
AMBITIONS?

I LOVE THE
DEMOCRATIC
SYSTEM.



I AM DOGBERT, LEADER
OF VENOD - A HUGE
COLLECTIVE OF NERDS. WE
DEMAND TWENTY PERCENT
DISCOUNTS ON ALL OF
YOUR PRODUCTS.

E-Mail: SCOTT@DAMNGOOD.COM

IF YOU REFUSE, I WILL
SEND A WIRELESS E-MAIL
MESSAGE THAT INSTRUCTS
ONE MILLION NERDS TO
STOP BUYING YOUR
PRODUCTS.

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YOU'RE
KIDDING,
RIGHT?

THERE - I
JUST SENT
THEM YOUR
DAUGHTER'S
PHONE
NUMBER.

AREN'T YOU AFRAID
THAT IF YOU CONTINUE
AS LEADER OF THE
NERDS, YOU
WILL BECOME A NERD
YOURSELF?



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NO, BECAUSE YOU
CAN'T BECOME A NERD
UNLESS YOU HAVE A
GENETIC PREDISPOSI-
TION TOWARD IT.



LOOK! I ADDED AN
EMERGENCY BACKUP
POCKET!

SEE? YOU CAN'T
LEARN THAT
STUFF IN
COMPUTER
CLASS.

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THERE... I'VE ORGAN-
IZED ALL OF MY TASKS
INTO "A," "B" AND "C"
PRIORITIES.



SAYING E-MAIL: JEFFREY@GOL.COM

THE "A" PRIORITIES
AREN'T EVEN WORTH
DOING. AND THE
"B" PRIORITY STUFF
WOULD PROBABLY
GET ME IN TROUBLE.



6-12

ARE YOU DONE
WITH THE
STAPLER OIL?



THANK GOODNESS
FOR "C" PRIOR-
ITIES.



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Dilbert

By Scott Adams



CAN I
HELP
YOU?

I OPPOSE THE SLAUGHTER
OF HELPLESS ANIMALS.
DO YOU HAVE ANY
SHOES THAT AREN'T
MADE OF LEATHER?

YEAH, BUT THEY
WOULD MAKE YOU
LOOK LIKE A TWIT.

WELL, FORGET THAT.

DO YOU HAVE
ANY SHOES
MADE IN THIS
COUNTRY?

YEAH, BUT
THEY COST
MORE.

OKAY, FORGET THAT.

JUST SHOW ME
SOME SHOES
THAT WEREN'T
MADE WITH
SLAVE LABOR.

WE CHARGE A
PREMIUM FOR
NO-SLAVE
SHOES.

WELL,
FORGET
THAT.

HOW MUCH
DID YOU
SELL YOUR
SOUL FOR?

FORTY DUCKS
AND A LITTLE
SHINE CLOTH.

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I TOOK A CRACK AT
WRITING A "MISSION
STATEMENT" FOR OUR
GROUP.



J. Adams E-mail: j.adams@nyu.edu

"WE ENHANCE STOCK-
HOLDER VALUE THROUGH
STRATEGIC BUSINESS
INITIATIVES BY
EMPOWERED EMPLOYEES
WORKING IN NEW TEAM
PARADIGMS."

6-19



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DO YOU EVER
JUST MARVEL
AT THE FACT
WE GET PAID
TO DO THIS?

DID ANY-
BODY
BRING
DONUTS ?



I GOT A BROCHURE FOR
"DOGBERT'S SEMINAR ON
MANAGEMENT ZOMBIES."
I THINK YOU SHOULD GO.



E-MAIL: SCOTTADW@GMAIL.COM

"LEARN HOW TO USE
WORDS LIKE: UTILIZE,
PARADIGM, VERTICAL,
EMPOWERMENT, AND
PROACTIVE IN EVERY
SENTENCE."



I'M NOT
SURE I
WANT TO
TALK LIKE
THAT.

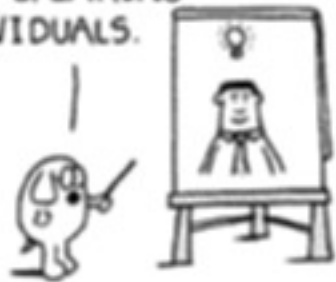


COME...
JOIN US...
DON'T BE
AFRAID...



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MANY OF YOU COME TO MY
MANAGEMENT SEMINAR
AS OPTIMISTIC, CREATIVE,
CLEAR-SPEAKING
INDIVIDUALS.



BUT WITH HARD WORK,
YOU CAN BECOME
JARGON-SPEWING
CORPORATE ZOMBIES,
LIKE CARL HERE.



I WANT TO DIALOGUE
WITH YOU ABOUT
UTILIZING RESOURCES.

GOOD BOY!
HERE'S A
DONUT.



DOGBERT'S SEMINAR ON
MANAGEMENT ZOMBIES

THE SUCCESSFUL
ZOMBIE KNOWS
HOW TO SQUASH
THE CREATIVITY
OF CO-WORKERS.



S. Adams E-mail: JOETAG@AOL.COM

WHEN YOU HEAR A NEW
IDEA, ADOPT A FACIAL
EXPRESSION WHICH
CONVEYS BOTH FEAR AND
AN UTTER LACK OF
COMPREHENSION.



4-12

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THOSE OF YOU WHO
WORK IN MARKETING
ONLY NEED TO ADD
THE FEAR PART.

WHY IS
THAT?



DOGBERT'S SEMINAR ON
MANAGEMENT ZOMBIES

TO BE A ZOMBIE YOU
MUST DRINK THE
ZOMBIE ELIXIR.



THE ZOMBIE ELIXIR
WILL REMOVE ANY
DISTRACTING THOUGHTS
OF SLEEP OR FAMILY
LIFE.



IT LOOKS LIKE
COFFEE.

YOU HAVE TO
ADD ONE
SCOOP OF
ZOMBIE
SUGAR.



DOGBERT'S SEMINAR ON
MANAGEMENT ZOMBIES

AS A ZOMBIE, YOU
MUST SPEAK IN
EMPTY GENERAL-
ITIES.



YOUR BUSINESS PLAN
MIGHT SAY "WE
STRIVE TO UTILIZE A
VARIETY OF TECHNIQUES
TO ACCOMPLISH A
BROAD SPECTRUM OF
RESULTS TOWARD THE
BOTTOM LINE."



HEY! MY SKIN IS GETTING
CLAMMY AND I HAVE THE
URGE TO CALL A MEETING!

ME TOO!

GOOD...
GOOD...









E-MAIL: SCOTTALANING@AOL.COM

HE'S IN A VIDEO GAME TRANCE. I'M TESTING MY THEORY THAT HE IS UNAWARE OF HIS ENVIRONMENT AND HAS NO DISCERNIBLE MENTAL ACTIVITY



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AS YOU KNOW, ALL PROJECTS ARE ASSIGNED ACRONYMS. UNFORTUNATELY, ALL THE GOOD ONES HAVE BEEN USED.



5-Adams Email: 5ADAMS@GMAIL.COM

ANY NEW PROJECT WILL HAVE TO USE AN ACRONYM FROM THIS SHORT LIST OF SOMEWHAT LESS DESIRABLE CHOICES.



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WHAT SHOULD I CALL MY NEW PROJECT?

WELL, YOU COULD USE "PHLEGM" OR "PLACENTA."



YESTERDAY WE RAN OUT
OF ACRONYMS. TODAY
WE USED OUR LAST
ACCOUNTING CODE.
WE'RE IN BIG TROUBLE.



3-Actions Email: 3actions@usa.net

WHY DON'T
WE JUST
REPROGRAM
THE COMPUTERS
TO ACCEPT
LONGER CODES?



A PROJECT
LIKE THAT
WOULD NEED
AN ACRONYM
AND AN
ACCOUNT-
ING
CODE.



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WHY NOT
REUSE A
CODE FROM
A PROJECT
THAT'S
COMPLETE?



ODDLY ENOUGH,
WE'VE NEVER
COMPLETED
A PROJECT.

I AM ALICE THE
COMPULSIVE
GRABBER.



E-Mail: SCOTTADAMS@aol.com

WHEN I SEE THINGS
THAT ARE NOT
RIGHT I MUST
GRAB THEM.



IN AN HOUR OR SO
I MAY HAVE TO ASK
YOU TO STOP THAT.



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E-Mail: SCOTTADAMS@aol.com



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Dilbert

By Scott Adams



WE CAN SUCCEED IF EACH OF YOU WILL COMMIT TO GIVING 110%.



THAT WOULD BE TEN PERCENT OVER THE THEORETICAL MAXIMUM.

CAN'T BE DONE.



PLUS YOU HAVE YOUR VACATION DAYS AND YOUR SICK DAYS ...



HECK, THESE STAFF MEETINGS TAKE TEN PERCENT RIGHT OFF THE TOP ...



AND WHAT ABOUT ALL THE TIMES SOMETHING UNEXPECTED COMES UP?



I THINK WE COULD GIVE YOU ... WHAT?

FORTY-THREE PERCENT.



AND THAT'S NOT A COMMITMENT.

IT'S AN ESTIMATE.



CAN WE CONTINUE THE MEETING NOW?

IT'S OVER MY ESTIMATE FOR TODAY.



MY PATENT APPLICATION
IS COMPLETE. SOON
THE OTHER ENGINEERS
WILL COME SNIFFING
AROUND.

THEY ARE ATTRACTED BY
THE SCENT OF SUCCESS.
THEY WANT THEIR NAMES
ON MY PATENT.

THE SCENT
CAN'T BE
COMING
FROM
HERE.

WE MAY BE
GETTING A
FALSE POSITIVE
FROM HIS
BALONEY
SANDWICH.

J Adams E-mail: JADAMS@angels.com

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ADD MY NAME TO YOUR
PATENT APPLICATION
TO ACKNOWLEDGE MY
CONTRIBUTION.

WHAT
CONTRI-
BUTION?

YOU SAID IT WAS
A STUPID IDEA BY
A STUPID EMPLOYEE.
YOU ORDERED ME TO
STOP WORKING
ON IT.

DEVIL'S
ADVOCATE!

YOU ALSO
SAID I
WAS UGLY.

Submit E-mail: submit@unitedfeatures.com

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DILBERT: WOULD YOU
ADD MY NAME TO YOUR
PATENT APPLICATION?

WHY
SHOULD
I?

I WOULD CONSIDER
UPGRADING YOUR STATUS
FROM "CO-WORKER" TO
"FRIEND I NEVER SEE
OUTSIDE OF WORK."

WOULD WE
EAT LUNCH
TOGETHER?

NO, BUT I'LL
PENCIL YOU
IN AND
CANCEL AT
THE LAST
MINUTE.

E-Mail: SCOTTADWING@AOL.COM

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MY PATENT WILL MAKE
FIFTY MILLION DOLLARS
FOR THE COMPANY, SO
I THOUGHT MAYBE YOU
COULD AFFORD TO
GIVE ME A RAISE.



J. Adams E-mail: JADAMS@AOL.COM

UNFORTUNATELY, THE
PROFIT BUCKET IS NOT
CONNECTED TO THE BUDGET
BUCKET, SO THERE'S NO
MONEY FOR A RAISE.



I THINK SOME
RECOGNITION OF
A JOB WELL-DONE
IS APPROPRIATE
HERE.



THANKS. IT
WAS ONE OF
MY BETTER
EXCUSES.

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DOGBERT, TELL ME IF YOU
THINK MY ILLUSTRATION
FOR TOMORROW'S
PRESENTATION IS
CLEAR.



AH, YES. YOU'RE SAYING
THE FACE OF ELVIS WILL
APPEAR ON A CREDENZA
AFTER BEING STRUCK
BY LIGHTNING.



THAT'S SUPPOSED TO BE
A VIDEO TELECONFERENCE.

I DIDN'T KNOW
YOU COULD DO
THAT WITH A
CREDENZA.)



PLEASE EXCUSE THE
ARTWORK IN THIS
NEXT DIAGRAM.



EMAIL: SCOTT@ADVENTURE.COM

WHAT'S THAT?
IT LOOKS LIKE
ELVIS' FACE ON
A CREDENZA!
HA HA HA!
OR IS IT A
RORSCHACH
TEST??!
HA HA HA!!

7-3



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AND IN CONCLUSION,
I HATE YOU ALL.



Dinbert

By Scott Adams



SIGH...

HEY HEY! WHAT'S THIS? ARE WE FEELING BLUE?

GO AWAY, RATBERT.

THIS COULD BE MY CHANCE TO BOND AND BECOME A VALUED MEMBER OF THE FAMILY.

I'M GOING TO HUG YOUR FOOT UNTIL YOU TURN THAT FROWN UPSIDE DOWN.

NOW TELL ME WHY YOU FEEL SAD.

I JUST WALKED THROUGH SOMETHING DISGUSTING WITH MY NEW SHOES.

ONE OF US ISN'T TRYING HARD ENOUGH TO MAKE THIS RELATIONSHIP WORK.

COULD YOU DO THE OTHER SHOE NOW?

LET'S START WITH A
BRAINSTORMING
EXERCISE. ALICE,
YOU GO FIRST.



5 Adults: E-Mail: SCOTT@HAWKSHOOT.COM

I IMAGINE MYSELF
NOT SURROUNDED
BY DULL, UNATTRAC-
TIVE, AND LARGELY
CLUELESS MEN.



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I THINK SHE
JUST INSULTED
YOU GUYS.



I'VE IDENTIFIED
THE BRAIN CHEMICAL
THAT CONTROLS
HAPPINESS.



AND I FOUND THE EXACT
MIX OF FRUIT AND
VEGETABLE JUICES THAT
STIMULATE ITS PRODUC-
TION.



DO YOU
REALIZE
WHAT THIS
MEANS?

YEAH. FRUITS
AND VEGET-
ABLES WILL
BE BANNED
BY THE GOV-
ERNMENT.



WE'RE THE GOVERNMENT. WE
CAME TO CONFISCATE YOUR
SO-CALLED "HAPPINESS
DRUG."



IT'S NOT A DRUG! IT'S
JUST A MIXTURE OF FRUITS
AND VEGETABLES THAT
MAKES YOU FEEL HAPPY!
YOU CAN'T OUTLAW
GOOD NUTRITION!



HMM... I
GUESS THAT
WOULDN'T
MAKE SENSE,
WOULD IT?

IGNORE
HIM. HE'S
A NEW
GUY.



5. Allen E-mail: 50724090@AOL.COM

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ERASE ALL THE FORMULAS
FOR MAKING YOUR
"HAPPINESS POTION" AND
WE WON'T JAIL YOU.

OKAY,
GRAY...

YOU CITIZENS ONLY HAVE
THE RIGHT TO PURSU
HAPPINESS - YOU'RE NOT
ALLOWED TO DE HAPPY.

CITIZENS NEED DISCOMFORT
IN ORDER TO BE PRODUC-
TIVE AND FULFILLED.

WEDGIE

THEN YOU'LL
LOVE THIS...

5-Adapted & Panel: SUSTAINABLEMEDIA.COM

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WHAT ARE
YOU MAKING?

COMMEMORATIVE
COLLECTIBLE
PLATES.

ONE OF THE MYSTERIES
OF LIFE IS THAT YOU
CAN PUT ANY PICTURE
ON A PLATE AND HORDES
OF MORONS WILL WANT
TO OWN IT.

WOW! AN ACORN!
AND IT'S ON A
PLATE!

WHAT'S IT
LIKE TO BE
A MEMBER
OF A HORDE?

Submit Email: submit@nbc.com

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YOU ALREADY OWN THE
"ACORN SERIES" OF
DOGBERT'S COMMEMORATIVE
PLATES...



7-10

S. Adams E-mail: SCOTTADAMS@AOL.COM

FOR A LIMITED TIME
YOU MAY ALSO PURCHASE
MY NEW ISSUE: THE
"FRENCH GUY WITH A
HAT" SERIES.



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MY ACORN PLATES
ARE MISSING.



TOMORROW I'LL
INTRODUCE MY
NEW SERIES:
"RUSSIAN WITH
FRENCH HAT."



Dilbert

By Scott Adams



MAYBE I'M UNLUCKY IN LOVE BECAUSE I'M SO KNOWLEDGEABLE ABOUT SCIENCE THAT I INTIMIDATE PEOPLE.

THEIR INTIMIDATION BECOMES LOW SELF-ESTEEM, THEN THEY REJECT ME TO PROTECT THEIR EGOS.

OCCAM'S RAZOR.

WHAT IS "OCCAM'S RAZOR"?

A GUY NAMED OCCAM HAD A RULE ABOUT THE WORLD.

BASICALLY, HE SAID THAT WHEN THERE ARE MULTIPLE EXPLANATIONS FOR SOMETHING, THE SIMPLEST EXPLANATION IS USUALLY CORRECT.

THE SIMPLEST EXPLANATION FOR YOUR POOR LOVE LIFE IS THAT YOU'RE IMMENSELY UNATTRACTIVE.

MAYBE OCCAM HAD ANOTHER RULE THAT SPECIFICALLY EXEMPTED THIS SITUATION, BUT HIS HOUSE BURNED DOWN WITH ALL HIS NOTES.

THEN HE FORGOT.

OCCAM'S RAZOR.

I'M AN IDIOT?

I DON'T THINK WE CAN RULE IT OUT AT THIS POINT.

I THOUGHT OF ANOTHER
WAY TO PROFIT FROM
THE IGNORANCE OF
HUMANS.



I WROTE "THE DOGBERT
FORMULA FOR HEALTH."
I RECOMMEND A DAILY
DOSE OF FOOD, SLEEP
AND EXERCISE.



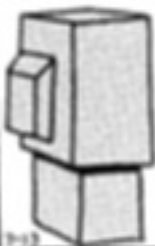
AND FOR ONLY \$19.95
YOU CAN BUY THE
PATENTED "DOGBERT
JOGGEROBIC CARPET
PATCH" TO HELP YOU
RUN IN PLACE.



E-MAIL: SCOTTADAMING@AOL.COM

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ARE YOU TIRED OF FAD
DIETS AND FAD EXER-
CISE DEVICES?



YES I
AM!



THEN BUY MY BOOK AND
GET THE REVOLUTIONARY
JOGGEROBIC CARPET
PATCH FOR ONLY \$19.95
PLUS SHIPPING AND
HANDLING.



TO PROVE IT WORKS, WE
PHOTOGRAPHED AN ACTUAL
ATHLETE.



PICTURES
DON'T LIE!



IT LOOKS LIKE SALES OF
THE "DOGBERT JOGGEROBIC
CARPET PATCH" ARE BRISK.

YEAH, AND I'M
LOOKING TO
EXPAND.



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RATBERT IS BUSY
RESEARCHING NEW
PRODUCT CONCEPTS
FOR THE CARPET
PATCH.



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"CARPET CLUB
FOR MEN."



I THINK I'VE HIT UPON
A BRILLIANT NEW
DIRECTION FOR EXPAND-
ING OUR PRODUCT
LINE.



I CALL THEM "CARPET
PATCH KIDS." EACH
ONE IS MADE FROM
CARPET AND HAS ITS
OWN NAME!



DON'T FEEL BAD,
RAQUEL. I DON'T
THINK HE MEANT
IT AS A PERSONAL
ATTACK.



OUR NEWEST FAD
POLICY IS TO HAVE
SUBORDINATES
APPRAISE THEIR
BOSS'S JOB
PERFORMANCE.



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I GIVE YOU A
"D MINUS."



DID I MENTION RETRI-
BUTION?

CAREFUL, SIR,
YOU'RE HANGING
BY A
THREAD.



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SOMETIMES I
THINK I'M NOT
REACHING
MY FULL
POTENTIAL
AS A RAT.

YOU'RE RIGHT. IN THE
MIDDLE AGES, DISEASE-
CARRYING RATS WIPED
OUT HALF OF THE HUMAN
POPULATION
OF EUROPE.

I THINK I'VE
GOT A LITTLE
TEMPERATURE.
FEEL MY FORE-
HEAD.

FACE IT,
YOUR GLORY
DAYS ARE
PAST.

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Dilbert

By Scott Adams



THE AWARD FOR BEST ATTENDANCE GOES TO DILBERT.



I'D LIKE TO THANK THE PEOPLE WHO MADE THIS POSSIBLE.



FIRST, I'D LIKE TO THANK THE WOMEN IN THE COMPANY WHO HAVE REJECTED ME OVER THE YEARS...



BECAUSE OF THEM I HAVE NO GERM-RIDDLED CHILDREN TO INFECT ME.



AND THANKS TO MY CO-WORKERS FOR NEVER TELLING ME ABOUT IMPORTANT MEETINGS, THUS KEEPING MY GERM EXPOSURE TO A MINIMUM.



AND THANKS TO MY BOSS FOR NEVER ASSIGNING A PROTECT IMPORTANT ENOUGH TO INDUCE STRESS AND WEAKEN MY IMMUNE SYSTEM.



BUT WHAT MAKES THIS AWARD SPECIAL IS THAT EACH OF YOU HAD TO GET SICK IN ORDER FOR ME TO WIN.



WHEN YOU HAVE YOUR HEALTH, YOU HAVE EVERYTHING, DOGBERT.



NO, YOU ALSO HAVE TO GLOAT.



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YOUR NEW PROJECT
WILL HAVE NO BUDGET
AND NO MANAGEMENT
SUPPORT. EXPECT TO
SPEND MOST OF YOUR
TIME GIVING STATUS
REPORTS.



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OH NO! THE
LIFE FORCE HAS
BEEN DRAINED
OUT OF ME! I'M
BECOMING A
DAMP RAG !!!



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THAT'S
AMAZING.



IT'S NOTHING.
I DID EIGHTEEN
AT ONCE AT
THE EMPLOYEE
EMPOWERMENT
BRUNCH.



I'LL BE REPRESENTING
YOU CORPORATE EMPLOYEES
IN A CLASS ACTION SUIT.
YOUR COMPANY HAS SUCKED
THE LIFE FORCE OUT OF YOU
AND TURNED YOU INTO
LITTLE RAGS.



5 Adams E-Mail: SCOTT@adamsbros.com

MY FEE WILL BE ON A
CONTINGENCY BASIS.
THAT MEANS I GET THE
ENTIRE SETTLEMENT
PLUS I'LL USE YOU TO
WAX MY BMW.



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I'VE FOUND
THE PERFECT
CLIENTS.

SOUNDS
FAIR.

DON'T
MAKE
WAVES.



I'M FROM THE LAW FIRM
OF DOGBERT, DOGBERT
AND DOGBERT. I'M SUING
YOU FOR DRAINING THE
LIFE FORCE OUT OF YOUR
EMPLOYEES.

E-Mail: SCOTT@DANKAGOL.COM

AFTER BEING DRAINED
OF LIFE, EMPLOYEES ARE
FORCED TO LEAVE THE
COMPANY. THE LUCKY
ONES GET JOBS AS RAGS
FOR A CAR WASH, LIKE
JOEY PISHKIN HERE.

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WHAT JOEY?
THAT'S MARGE
FROM ACCOUNT-
ING???

HONK
HONK

IF YOU DO NOT DROP YOUR
CLASS ACTION SUIT, THEN
YOU'LL HAVE TO FACE ME
IN COURT.



AND I'VE
NEVER
LOST A
CASE.

THEN HOW
DO YOU
KNOW YOU
WOULDN'T
ENJOY IT.



WELL...
I JUST
WOULDN'T.

GOOD
ARGUMENT.





BEFORE YOU DECIDE
WHO WINS THIS
CIVIL SUIT,
REMEMBER
THIS ...



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I CAN'T LEGALLY OFFER
YOU LARGE CASH KICK-
BACKS FOR DECIDING
IN MY FAVOR. BUT
PLEASE TAKE A MOMENT
TO COMPLETE A SELF-
ADDRESSED STAMPED
ENVELOPE.



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WHAT ARE YOU
DOING?



I'M TRYING
TO ESTABLISH
"REASONABLE
DOUBT."



Dilbert

By Scott Adams



YOU ALL KNOW OUR PRESIDENT, MISTER GOODENRICH. HE'S HERE TO ANSWER ANY QUESTIONS YOU HAVE.



WHY AREN'T THERE ANY WOMEN OR MINORITIES IN SENIOR MANAGEMENT POSITIONS?



WE THINK WOMEN ARE FOR MAKING BABIES. AS FOR MINORITIES, WE FEAR THEM.



HOW CAN YOU JUSTIFY YOUR TEN MILLION DOLLAR SALARY WHEN PROFITS ARE DOWN?



HA HA! THE BOARD OF DIRECTORS ARE FRIENDS OF MINE AND IT'S NOT THEIR MONEY THEY'RE SPENDING.



WHY DOES THE COMPANY KEEP TALKING ABOUT EMPLOYEE TRAINING WHILE AT THE SAME TIME SLASHING THE TRAINING BUDGET?



WE THINK YOU'RE TOO DUMB TO TRAIN. WE'LL HIRE PEOPLE FROM THE OUTSIDE IF WE NEED TALENT.



I MUST SAY, YOUR HONESTY IS KIND OF REFRESHING.



AND YOU'RE ALL FIRED FOR ASKING QUESTIONS.



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THE JURY HAS REACHED
A DECISION IN THE
CASE OF "DOGBERT VS.
A BIG CORPORATION."



S. Adams - Email: SCOTT@adams.com

WE AWARD DOGBERT
FIFTY MILLION DOLLARS
BECAUSE WE HATE BIG
COMPANIES AND WE
LIKE LITTLE DOGS WITH
GLASSES.



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I HATE
MY LIFE.



AND WE AWARD
A MAYTAG DRYER
TO JUROR MINDY
FOR BEING "BEST
DRESSED."

DOES IT BOTHER YOU
THAT I WON FIFTY
MILLION DOLLARS IN
MY LAWSUIT, WHEREAS
YOU STILL TOIL
TO REMAIN
MIDDLE CLASS?



S. Adams E-mail: scott@adams.org

DOES IT BOTHER YOU
TO KNOW THAT I
COULD BUY YOU AND
SELL YOU... HOW
MANY TIMES?



207

834
TIMES.



HEY, IT'S
GONE UP
SINCE
LUNCH!



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... SO I THOUGHT YOU
MIGHT USE SOME OF YOUR
NEWLY WON MILLIONS
TO FUND MY "BIOWORLD"
SCIENCE EXPERI-
MENT.



5. Action E-Mail: KORTADAWING@OL.COM

IT'S A COMPLETE ECOL-
OGY ENCLOSED IN AN
AIRTIGHT DOME. THE
SURVIVAL OF THE VOLUN-
TEERS WOULD DEPEND
ON MY FORESIGHT AND
ENGINEER-
ING SKILLS.



7-28

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GEE, I THOUGHT IT WOULD
BE HARDER TO TALK YOU
INTO IT.



I GET TO
PICK THE
VOLUNTEERS
MYSELF.



I'VE COMPLETED THE
DESIGN FOR BIOWORLD.
HAVE YOU SELECTED
THE VOLUNTEERS?

YES.



SO... THESE ARE THE
BRAVE PEOPLE WHOSE
LIVES WILL DEPEND
ON MY ABILITY TO
ENGINEER A
BALANCED ECOLOGY.



SEVEN CAR
SALESMEN
PLUS
RATBERT...

COINCIDENCE



THE BIOWORLD DOME
IS NOW SEALED.
YOU MUST LIVE OFF
ITS RESOURCES FOR
TWO YEARS



S. Adams E-Mail: SCOTTADAMS@aol.com

THE EDIBLE PLANTS
WERE DELIVERED JUST
BEFORE THE DOME WAS
SEALED. THEY ARE THE
KEY TO YOUR SURVIVAL.



7-30

CAN SOMEBODY OPEN
THE DELIVERY DOOR?
I'VE GOT SOME PLANTS
OUTSIDE.



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"DAY ONE OF THE
BIOWORLD EXPERIMENT
IS OFF TO A ROCKY
START."



"THE VOLUNTEERS HAVE NO
EDIBLE PLANTS AND THE
OXYGEN LEVEL IS
DROPPING."



FORTUNATELY, MOST OF THE
VOLUNTEERS ARE EX-CAR
SALESPEOPLE, SO WE
REMAIN EMOTIONALLY
UNINVOLVED.

LOOK HOW
THEY SPELLED
"OXYGEN."



Dilbert

By Scott Adams



IS IT THE FLU?

HMM...

I HAD THE COMPUTER RUN AN ECONOMIC REPORT ON THE MARKET VALUE OF YOUR ORGANS.

I COULD MAKE THOUSANDS OF DOLLARS BY SELLING YOUR PARTS FOR TRANSPLANTS.

OF COURSE, THIS IS ALL MOOT UNLESS YOU DIE IN MY OFFICE WHILE UNDER MY CARE.

BUT IF I LET YOU DIE FROM THE FLU THEN MY MALPRACTICE INSURANCE WILL GO UP AGAIN.

BUT IF YOU LIVE I CAN CONTINUE TO BILL YOU FOR UNNECESSARY TESTS.

THERE'S A SLIGHT ECONOMIC ADVANTAGE TO KEEPING YOU ALIVE... IF YOU LEAVE THREE PINTS OF BLOOD AND DO ME A LITTLE FAVOR.

THEN I HAD TO WAX HIS JEEP WITH MY CLOTHES.

APPARENTLY HE DIDN'T KNOW WHAT KIND OF FABRICS YOU WEAR.

STANLEY: I HAD TO GET THIS COMIC FROM A STORE

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WITH OXYGEN AND FOOD
NEARLY DEPLETED, THE
BIOWORLD VOLUNTEERS
BECOME PHILOSOPH-
ICAL.



SOME OF THE VOLUN-
TEERS THINK THAT
BECAUSE THEY'RE CAR
SALESPEOPLE YOU
DON'T VALUE THEIR
LIVES...



IF THAT WERE TRUE,
HOW CAN YOU EXPLAIN
THAT WE PUT YOU IN
THERE TOO?

THAT'S WHAT I SAID,
BUT IT DIDN'T
SEEM TO CHEER
THEM UP.



PLEASE... END THE
BIOWORLD EXPERI-
MENT. WE'RE OUT
OF FOOD. AIR
IS ALMOST GONE



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WE PRAY THERE WAS
NO SADISTIC INTENT
WHEN YOU CHOSE ONLY
CAR SALESPeOPLE FOR
THE EXPERIMENT...
PLEASE... AT LEAST LET
SOME AIR IN...



GEE, I REALLY
WANT TO HELP.
I'LL GO TRY TO
CONVINCE MY
BOSS TO SEE IT
YOUR WAY.



HEY! I'M A
"SATURN"
DEALER -
I'M DIFFERENT!



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IT USED TO BOTHER ME
THAT THE AIR WAS
GETTING POLLUTED AND
UNBREATHABLE.



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5-Action 6-Min SCOTT SMITH/ABC.COM

BUT I REALIZED THAT
RATS ARE HARDIER THAN
HUMANS — SO WE'LL GET
ALL YOUR STUFF AFTER
YOU WHEEZE
YOUR LAST BREATH!



I THINK I'LL
GO FOR A WALK.



HEY! WHY
NOT DRIVE?



YOU KNOW, AS A RAT
I'M FAR MORE LIKELY
TO SURVIVE A MAJOR
ENVIRONMENTAL
CALAMITY.



5-A-1005 E-Mail: SCOTT@DUMMAGRAM.COM

AND THERE'S NO
SHORTAGE OF POTENTIAL
DISASTERS — YOU'VE
GOT GLOBAL WARMING,
OZONE DEPLETION,
AIR POLLUTION...



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CAN I TRY ON
ONE OF YOUR
SHIRTS?



I'D MISS YOU IF
THE HUMAN RACE
DIED FROM
POLLUTION BUT
RATS LIVED
ON.



5-Adams © 1993 SCOTT ADAMS

SO I'M DEDICATING
MY LIFE TO LEARNING
THE SCIENCE OF
PRESERVING HUMAN-
KIND.



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CONSERVATION?

PICKLING



THIS SHOW IS GARBAGE.
I WILL ESCHEW IT.

CLICK

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THAT
EXPLAINS
YOUR
BREATH.

YOU'RE IN YOUR
OWN LITTLE
WORLD,
AREN'T YOU?

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Dilbert

By Scott Adams



WHAT'S WRONG WITH YOU?

I HAVE A.W.S.

YOU HAVE "ATTRACTIVE WOMAN SYNDROME" HERE??

SHE WAS JUST HIRED.

RUN!

DILBERT, I'D LIKE YOU TO MEET LIZ.

UH-OH... MY METABOLISM IS INCREASING. MY BRAIN IS SUPPRESSING WHAT LITTLE SOCIAL SKILLS I HAVE.

IT'S A PLEASURE TO MEET ME. I HOPE YOU NEVER FIND A LIVE TURTLE IN YOUR SOUP.

AAAGH! WHAT WAS THAT SUPPOSED TO MEAN??

OH GREAT... THE CORRECTION FLUID WASN'T DRY. IT'S STUCK TO MY EYEBROWS.

WHAT CAN I DO TO STOP FRIGHTENING ATTRACTIVE WOMEN?

THAT MASK IS A STEP IN THE RIGHT DIRECTION.

I'VE GOT TO CUT STAFF IN
ENGINEERING. I'M TRY-
ING TO DETERMINE WHICH
ONE OF YOU IS MORE
VALUABLE TO KEEP.



I'VE BEEN HEARING
GOOD THINGS ABOUT
ZIMBU THE MONKEY.
WHICH ONE OF YOU IS
ZIMBU THE MONKEY?



THIS IS NOT THE
PROUDEST MOMENT
OF MY PROFESSION-
AL CAREER.



IT'S GOING TO BE TOUGH
DECIDING WHICH OF
YOU TO LAY OFF.



S. Adams E-Mail: SCOTTADAMS@aol.com

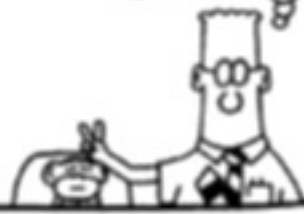
I WANT TO KEEP
THE EMPLOYEE WHO
PROJECTS THE MOST
PROFESSIONAL IMAGE.



8-10

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THIS SHOULD
MAKE HIM LOOK
PRETTY STUPID.



I CAN'T DECIDE
WHICH ONE OF YOU
TO LAY OFF, SO I'VE
DECIDED TO
HAVE A
CONTEST.



STANLEY E. MAIL SCOTTADAMING.COM

THE FIRST EVENT
IS THE "STAPLE
CHASE."



8-11

ROUND
ONE:
ZIMBU.



I THINK I
WINGED HIM.



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DILBERT AND ZIMBU
COMPETE FOR ONE JOB.

THIS NEXT EVENT
TESTS YOUR HUMOR
AND CREATIVITY.



THE OBJECTIVE IS TO
SEE HOW MUCH FUN
YOU CAN HAVE IN
THE BARREL. WHO
WANTS TO GO FIRST?

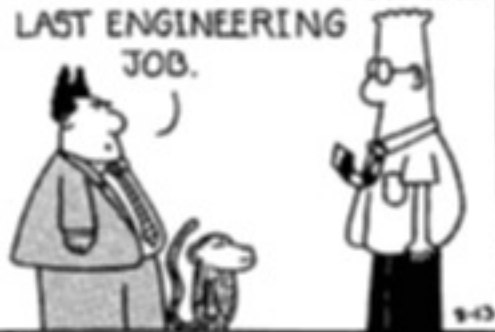


THIS IS NO
FAIR. ZIMBU
IS A MONKEY.
HE HAS AN
ADVANTAGE.

ACTUALLY,
THIS IS A
TEST OF
YOUR
GULLIBIL-
ITY.



AFTER COMPARING THE
TWO OF YOU, I'VE DECIDED
TO KEEP DILBERT FOR THE
LAST ENGINEERING
JOB.



S. Adams E-Mail: SCOTTADAMS@aol.com

YES! I WIN, YOU
LITTLE BANANA-
EATING-FLEA-HOTEL!
HA HA HA HA!!!



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I'M PUTTING
ZIMBU ON
THE MANAGE-
MENT FAST-
TRACK.



BAD TIME
FOR THE
VICTORY
JIG.



DOES ANYBODY HAVE
ANY QUESTIONS ABOUT
OUR PLAN? ASK ME
ANYTHING—THERE ARE
NO "STUPID" QUESTIONS.



S. Adams E-mail: SCOTT@DAILYMAIL.COM

IF YOU CROSSED THE
INTERNATIONAL
DATE LINE ON YOUR
BIRTHDAY, WOULD
YOU STILL GET
PRESENTS?



9-11

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OH GREAT... THERE
ARE STUPID QUESTIONS
AND I DON'T KNOW
THE ANSWERS.



Dilbert

By Scott Adams



TED, YOU'RE PART OF THE COMPANY "RIGHT SIZING" PROGRAM, EFFECTIVE TODAY.



THANK YOU! IT'S NICE TO GET POSITIVE FEEDBACK FROM THE BOSS!



IT'S NOT FEEDBACK. I'M SAYING YOUR POSITION HAS BEEN "MANAGEMENT ADJUSTED."



SOUNDS GREAT! IS THERE A RAISE INVOLVED?



LISTEN TO ME!! YOU'RE PART OF "MANAGER ATTRITION" STARTING RIGHT NOW!



WOW! IS THAT THE FAST-TRACK PROGRAM FOR MANAGERS?



I HEARD THAT TED GOT PICKED FOR THE "MANAGER ATTRITION" PROGRAM.



WHY NOT US?



SO UNLESS YOU PUT US ON THE "MANAGER ATTRITION" PROGRAM TOO, WE QUIT!



THERE'S NEVER A FLAMETHROWER HANDY WHEN YOU NEED IT.

I'M TOLD BY A RELIABLE
SOURCE THAT OUR SENIOR
VICE PRESIDENT MADE
A SOUND LIKE "YURP"
AT LUNCH.

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WHAT DOES IT MEAN?
DOES IT SIGNAL A NEW
SET OF PRIORITIES?
WE MUST DEMONSTRATE
OUR COMMITMENT TO THIS
VISION.

WHAT WAS THE
CONTEXT OF
THIS VISION?

ALL WE KNOW
IS HE WAS
EATING A
BURRITO.

I AM DOGBERT THE
PSYCHIC BUSINESS
CONSULTANT. I CAN
READ MINDS.

IF YOU CAN READ MINDS,
WHAT'S MY FAVORITE
COLOR?

YOUR FAVORITE COLOR IS
PUCE, BUT YOU ARE
MISTAKENLY THINKING
OF A PRIMARY COLOR
BECAUSE YOU DON'T KNOW
WHAT PUCE IS.

WHOA...
I JUST
GOT A
SHIVER

I WANT YOU TO READ MY
BOSS'S MIND AND TELL
ME WHAT HE WANTS MY
GROUP TO WORK ON.

WHY DON'T
YOU JUST ASK
HIM?

ASK HIM?? I CAN'T DO
THAT. HIS CALENDAR IS
BOOKED FOR MONTHS.
AND I NEVER UNDERSTAND
WHAT HE SAYS ANYWAY.

HE THINKS YOU'RE AN
IDIOT, BUT IT'S EASIER
TO PAY YOU THAN TO
FIRE YOU.

WHEW! JOB
SECURITY.

I'LL USE MY POWERS
TO READ THE MINDS
OF YOUR EMPLOYEES
AND GET IDEAS FOR
IMPROVING MORALE.



S. Adams E-Mail: SCOTTADAMS@aol.com

HMM... ALL THEY CARE
ABOUT IS ROMANCE,
SKI TRIPS AND "STAR
TREK."



8-19

HOW ABOUT IF WE GIVE THE
HIGH PERFORMERS LITTLE
KEY CHAINS WITH THE
COMPANY LOGO?



I'M GETTING A
BLANK FROM
THIS DIRECTION.



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DOGBERT THE PSYCHIC
BUSINESS CONSULTANT

I SENSE
DEATH...

IT'S COMING FROM
HERE. YES, HE'S
DEFINITELY DEAD.

YOU SHOULD
BURY HIM.
HE ALREADY
SMELLS BAD.

I'LL BET
THIS
ISN'T
HEAVEN.

I'LL GIVE ALBERT A
MALE BONDING
SHOULDER MASSAGE
TO SHOW I'M A
TEAM PLAYER.

5 Adults 8 Mail SCOTTADAMING@AOL.COM

HEY, AL!
KEEP UP THE
GOOD WORK,
BUDDY!

OOPS... THAT MIGHT
HAVE BEEN THE
VULCAN DEATH
GRIP.

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Dilbert

By Scott Adams



I'M SENDING YOU TO
OUR PLANT IN ELBONIA.
I WANT YOU TO TEACH
THEM "QUALITY."



5-Atoms 8-100 SCOTTADAMS.COM

I SELECTED YOU
BECAUSE YOU'VE
BEEN THERE AND
YOU KNOW THEIR
LANGUAGE.



8-43

THEY
SPEAK
ENGLISH.



OH. THEN I
GUESS IT'S
BECAUSE I
HATE YOU.



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I'LL GO WITH YOU ON
YOUR TRIP TO ELBONIA.
I CAN BE YOUR
BODYGUARD!



IT'S NOT A
GOOD PLACE
FOR A RAT.
THE MUD IS
QUITE...



YOU THINK
I'M NOT
TOUGH
ENOUGH?
I'LL SHOW
YOU !!



ELBONIA

AND THAT'S
YOUR BODY-
GUARD?

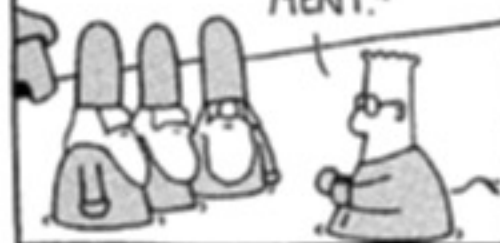


I DON'T
LIKE THE
TONE OF
YOUR VOICE.



ELBONIA

I'VE BEEN SENT TO
TEACH YOU "TOTAL
QUALITY MANAGE-
MENT."



3. Action E-Mail: SCOTTADAMING@aol.com

IN THE OLD DAYS,
QUALITY WAS JUST
AN EMPTY WORD
MEANING "GOOD."



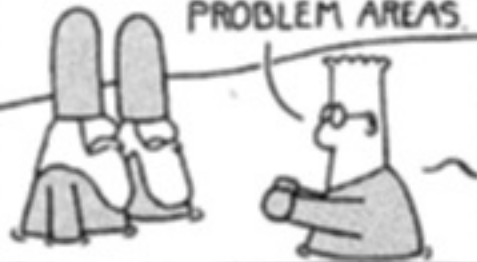
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EVENTUALLY IT EVOLVED
INTO A COMPLICATED
METHOD FOR TRANS-
FERRING YOUR MONEY
TO BUSINESS
CONSULTANTS.



DILBERT TEACHES ELBONIA
"TOTAL QUALITY" METHODS.

YOU START BY
IDENTIFYING
PROBLEM AREAS.



HMM... SOMETIMES OUR
MITTENS GET STUCK TO
OUR NOSES AND WE
CAN'T BREATHE.



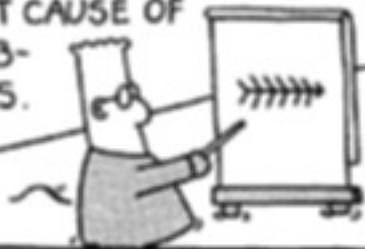
YORGI! TRY
TO BREATHE
WITH YOUR
MOUTH!

PEOPLE!
LET'S TALK
METRICS,
PLEASE!



DILBERT TEACHES "QUALITY"
MANAGEMENT IN ELDONIA

THE FISHBONE DIAGRAM
HELPS IDENTIFY THE
ROOT CAUSE OF
PROB-
LEMS.

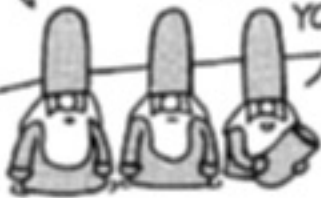


IN YOUR CASE, THE
ROOT PROBLEM SEEMS
TO BE THAT YOU'RE A
NATION OF IMBECILES...



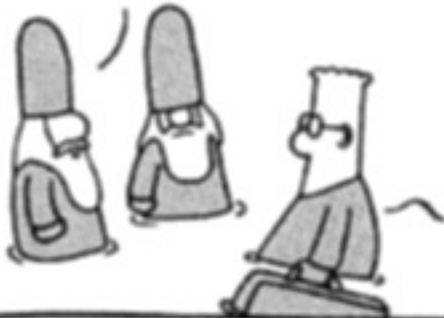
TRUE, BUT YOU'RE THE
ONE WHO HAD TO DRAW
A DEAD FISH TO FIGURE
IT OUT.

YOU'RE IN THE
CLUB! HERE'S
YOUR HAT.



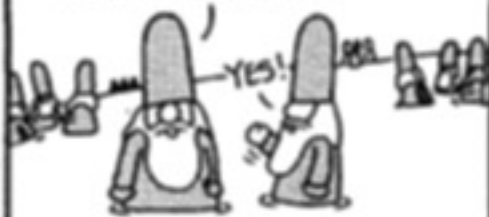
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THANK YOU FOR TEACH-
ING US "QUALITY"
TECHNIQUES.



S. Adams E-Mail: SCOTT@DANKMAGAZINE.COM

MANUFACTURING
DEFECTS ARE DOWN
FIFTY PERCENT SINCE
WE ALL JOINED
"QUALITY TEAMS."



8-48

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HOW'S OUR
PRODUCTIVITY,
YORGI?

DOWN
FIFTY
PERCENT.

THEY'RE
ON TO ME.



Dilbert

By Scott Adams



WHAT WE NEED IS MORE COMMUNICATION BETWEEN MANAGEMENT AND...WHAT-EVER YOU ARE.



SO, ONCE A MONTH I'LL HAVE "OPEN DOOR DAY."



YOU CAN DROP BY AND WHINE ABOUT ANYTHING YOU WANT.



I'LL LISTEN WITH A CONCERNED EXPRESSION LIKE THIS.



THEN I'LL EXPLAIN WHY EVERYTHING IS FINE JUST THE WAY IT IS.



THEN, MORALE WILL IMPROVE, PROFITS WILL SKYROCKET AND MY STOCK OPTIONS WILL MAKE ME RICH!!



MAY I MAKE SOME OBSERVATIONS ABOUT YOUR PLAN?



UH... FORGET IT.

DO YOU NOTICE HOW CONCERNED I LOOK?



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THIS THANKLESS
ASSIGNMENT SHALL
GO TO WHOEVER
ASKS A QUESTION OR
MAKES EYE
CONTACT.



IT'S REALLY, REALLY
STUPID ... DOES
ANYBODY WANT TO
QUESTION IT?



I THINK I SEE TED'S
EYES IN THE MIRROR.



GOOD ONE,
ALICE!

GASP

DO YOU REALIZE
THE GOVERNMENT
TAKES HALF OF
ALL THE MONEY
YOU MAKE?



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5. Adams

AND THE MAJORITY OF
PEOPLE ARE TOO YOUNG
TO VOTE, OR DIDN'T
BOTHR TO VOTE, OR
VOTED FOR THE LOSER.
... AND NOBODY ALIVE
VOTED FOR OUR
CONSTITUTION.



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IT'S NEVER GOOD WHEN
YOU HAVE THESE INSIGHTS.

I'VE DECIDED
TO LEVY MY
OWN TAX ON
PEOPLE.



HERE ARE THE
DOGBERT TAX
FORMS. PAY
PROMPTLY OR
YOU WILL BE
PENALIZED.



IT'S NOT
FAIR!



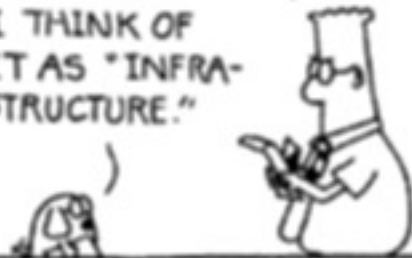
YOU CAN'T JUST LEVY
YOUR OWN TAXES;
WHAT MAKES YOU THINK
I'LL PAY?

IF NOT, I'LL
PUT YOU IN
MY NEW
PRISON.



YOU MEAN, YOU BUILT
A PRISON WITH THE
TAXES YOU'VE ALREADY
COLLECTED?

I THINK OF
IT AS "INFRA-
STRUCTURE."



LISTEN TO ME, BOB.
INDIVIDUALLY, WE'RE
NOTHING BUT A RAT
AND A DINOSAUR...



5-Acting E-Mail: SCOTT@BRAINBOMB.COM

BUT IF WE TEAM UP
WE'D HAVE YOUR
MIGHTY STRENGTH
PLUS MY... UH...
MY...



9-2

BRAIN?

NO, THAT
DOESN'T
SOUND
RIGHT.



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WHAT A TEAM
WE MAKE, BOB!



NOW I WON'T NEED TO
ACT PATHETIC TO GET
LOVE. I'LL GET ALL THE
SPILLOVER LOVE THAT
PEOPLE NATURALLY
HAVE FOR DINOSAURS!



EW! IT'S
A HUGE
LIZARD
WITH A
TALKING
ZIT. I'M
GONNA BE
SICK.

GREAT... I
GOT A
DEFECTIVE
DINOSAUR.



AS PART OF OUR
SYMBIOTIC RELATION-
SHIP I'LL SHOUT A
WARNING WHEN
DANGER
APPROACHES.



THERE'S A HOLE IN
THE OZONE LAYER!
CONSUMER CONFIDENCE
IS DOWN A POINT!



ANGRY
DINOSAUR
WITH BIG
TAIL!

YOU CALL THAT
SYMBIOTIC??!



Dilbert

By Scott Adams



I'M BUILDING A
PERMANENT FILE
OF ALL THE STUPID
THINGS YOU SAY.

AT LEAST IT'S
ONLY A FEW
PAGES LONG.

THIS IS JUST
THE TABLE OF
CONTENTS.

THE FULL DATABASE
WILL BE COMPRESSED
ON CD ROMS.

I HIRED JUAN
AND HIS CREW
TO DESIGN THE
SYSTEM AND
TYPE IN THE
DATA.

WE'RE
WORKING
OVER-TIME.

THE NEW COMPUTER
CENTER IS DONE...
WE HAD TO LEVEL
THE NEIGHBOR'S
GARAGE.

BY ANY CHANCE, ARE
YOU STILL UPSET THAT
I ASKED YOU TO FETCH
MY SLIPPERS?

DID YOU
GET THAT
ONE?

I'LL NEED TO
HIRE MORE
PEOPLE.

I JUST LOVE
HIRING THESE
TEMPORARY
WORKERS!



S. Adams E-Mail: SCOTTADAMS@aol.com

NO EMPLOYEE BENE-
FITS... NO UNION...
JUST TOSS 'EM IN
THE DUMPSTER WHEN
YOU'RE DONE WITH
THEM!



THE DUMPSTER
SEEMS A BIT
INAPPROPRIATE.



THEY'RE WAY
TOO BIG TO
FLUSH. (



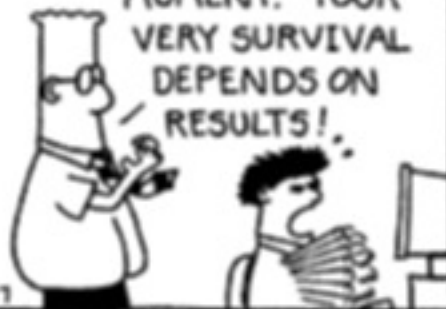
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WOW! YOU TEMPORARY CONTRACT PROGRAMMERS SURE ARE PRODUCTIVE!



S. Adams

IT MUST BE EXCITING TO KNOW YOU CAN BE DISMISSED AT ANY MOMENT. YOUR VERY SURVIVAL DEPENDS ON RESULTS!



LET'S GO BLAME MARKETING FOR NOT GIVING US DETAILED REQUIREMENTS.

WHAT'S THE BIG RUSH?



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YOU ENGINEERS HAVE
DONE NOTHING ON MY
PROJECT. YOU JUST
KEEP SAYING I HAVEN'T
GIVEN YOU SUFFICIENT
REQUIREMENTS!



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I DON'T KNOW WHAT
ELSE YOU NEED AND
YOU WON'T TELL ME
WHAT YOU NEED!!
IS THIS JUST YOUR WAY
OF AVOIDING WORK??!



I'LL BET YOU REGRET
CHOOSING MARKETING
AS A CAREER PATH.

IT LOOKS LIKE
A LOT OF WORK.



I FIGURED THAT YOU
WOULD RESPECT ME MORE
IF I HAD SOME SORT OF
TALENT.



5 Actions E-Mail: SCOTT@DAMNGOOD.COM

SO I TAUGHT MYSELF
TO SING BARRY
MANILOW'S GREATEST
HITS WHILE SLAPPING
MY HEAD RHYTHMICALLY.



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A-A-T THE
COPA SLAP
OW! COPA
CADANA
SLAP
OW!

I'M ACTUALLY
ENJOYING
THIS AND IT
DEEPLY
DISTURBS
ME.)



WHAT ARE
YOU FILM-
ING?

RATBERT GOT
HIS OWN
CABLE TV
CHANNEL.



NOW THAT CABLE TV
HAS A THOUSAND
CHANNELS THEY'RE
DESPERATE FOR
ORIGINAL PROGRAMS.



BACK IN THE SIX-
HUNDREDS I SAW
A RAT SLAPPING
HIS HEAD TO A
BARRY MANILOW
TUNE.

THAT'S
WORTH
A SECOND
LOOK.



THE WATER FOR MY SPAGHETTI SHOULD BE BOILING BY NOW.

OOPS! YOU CAUGHT ME. I USUALLY FINISH HOT TUBBING BEFORE YOU GET BACK.

IT RAISES A BIG QUESTION MARK ABOUT THE CAPERS.

CAPERS?

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Dilbert

By Scott Adams



NERVOUS ED. I'M
ASSIGNING YOU
TO A SPECIAL
PROJECT.



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SPECIAL ASSIGNMENT?
THAT MEANS YOU
DON'T HAVE ANY
REAL WORK FOR ME.



EVERYBODY KNOWS
THAT A SPECIAL
ASSIGNMENT IS A
KISS OF DEATH.



YOU'LL BE SHARING
A CUBICLE WITH
SIX OTHER EMPLOY-
EES WHO ARE ALSO
ON SPECIAL ASSIGN-
MENT.



DON'T PANIC YET...
MAYBE IT'S SOMETHING
IMPORTANT... MAYBE
IT'S SOMETHING THAT
COULD MAKE AN IMPACT.



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YOUR ASSIGNMENT
IS TO IMPROVE
EMPLOYEE EMPOWER-
MENT.



THANKS FOR
LETTING US
WATCH.

DID YOU
LIKE THE
PART ABOUT
SIX IN THE
CUBICLE?



WELCOME TO THE
FOUR HOUR...



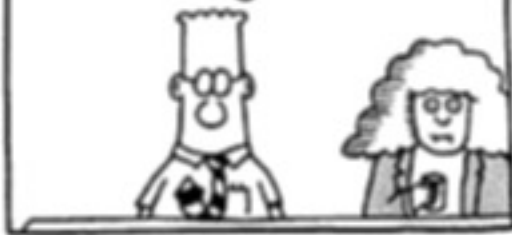
S Adams E-Mail: SCOTTADAMS@AOL.COM

MEETING FROM
HELL!!



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THAT'S RARELY
A GOOD SIGN.





S. Adams E-Mail: SCOTTADAMS@AOL.COM



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DOGBERT IS HIRED AS A
BLAME CONSULTANT.

THE COMPANY'S
PROBLEMS ARE
YOUR FAULT,
WILLY.



YOU BLAME THE SENIOR
EXECUTIVES, BUT IT IS
YOU — THE INDIVIDUAL
EMPLOYEE — WHO MUST
BUILD INNOVATIVE
NEW PRODUCTS AND
PIONEER NEW MARKETS.



BUT I'M JUST A
WORD PROCESSOR.
I WAS HIRED TO
TYPE.

I'VE SEEN YOUR
TYPING. THAT
STINKS TOO.



DOGBERT IS HIRED AS A
BLAME CONSULTANT.

THE COMPANY'S WOES
ARE YOUR FAULT, NOT
SENIOR MANAGEMENTS!



DO YOU REALIZE HOW
MUCH YOU COULD GAIN
PERSONALLY BY
MAKING THE COMPANY
A SUCCESS?



I WOULD GET A NICE
PLAQUE IN A PLASTIC
FRAME.

YEAH... I WAS
HOPING YOU
DIDN'T KNOW.



HERE'S MY CONSULTING
REPORT ON YOUR
COMPANY.



I HAD NO INSIGHTS
SO I BULKED IT UP
BY ADDING WITTY
ANALOGIES.



"HIS HEAD WAS LIKE
A HOLLOW PUTTY BALL
ATTACKED BY TWO
POINTY DUST BUNNIES."

VIVID,
ISN'T IT?



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3 Adams E-mail: MORTY@AOL.COM

RATBERT, DID YOU KNOW
THAT YOUR BRAIN AUTO-
MATICALLY COORDINATES
MILLIONS OF ACTIVITIES
EVERY SECOND?



I M A G I N E I F I T G O T
J U S T A L I T T L E B I T
C O N F U S E D — A L L T H O S E
N E U R O N S F I R I N G
R A N D O M L Y . . .



Y O U D O N ' T A D D M U C H
T O A C O N V E R S A T I O N ,
B U T Y O U ' R E E A S I L Y
T H E B E S T L I S T E N E R
I ' V E E V E R M E T .



Dilbert

By Scott Adams



I JUST ARRANGED TO HAVE MY BODY CRYOGENICALLY FROZEN BEFORE MY DEATH.



IN A HUNDRED YEARS I'LL BE REVIVED AND CURED. THAT WAY, FUTURE GENERATIONS WILL GET THE BENEFITS OF KNOWING ME.



I HOPE YOU HAVE A GOOD WARM COAT.



COAT? NOBODY SAID ANYTHING ABOUT NEEDING A COAT.



OBVIOUSLY YOU NEED A COAT. IT'S FREEZING IN THAT CRYOGENIC CHAMBER. YOU'D BETTER WEAR LONG UNDERWEAR TOO.



DON'T LET THEM TELL YOU OTHERWISE. REMEMBER, THE CUSTOMER IS ALWAYS RIGHT!



I WANT A SPACE HEATER IN THERE TOO!



THAT WASN'T NICE.

I DID IT FOR FUTURE GENERATIONS



I'M ADJUSTING THE
POINTER.PEN LASER
LIGHT FOR MY
PRESENTATION
TOMORROW.



S. Adams E-Mail: SCOTTADAMS@aol.com

I'M BOOSTING THE
POWER SO IT'S
EASIER TO SEE

WATCH IT WHILE
I GET THE PHONE.

R-R-R-RING



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THE ALIENS APPEAR
HOSTILE, CAPTAIN.
SET PHASERS TO FULL
POWER!



I BOOSTED THE POWER
ON THE POINTER PEN
LIGHT SO IT'S EASIER
TO SEE ON THE WALL.



E-mail: SCOTTADAMING@AOL.COM

LOOK HOW STRONG
IT IS NOW.



9-21

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LET ME SEE
THAT. I'VE
GOT A FEW
THINGS TO
POINT OUT.

NEXT.



DOGBERT, DO YOU KNOW
HOW MY LIGHT POINTER
PEN COULD HAVE
GOTTEN SET TO
MAXIMUM
POWER?



E-Mail: SCOTTADAMEN@aol.com

YOU NEVER SEEM TO
GRASP THE HUMOR IN
THESE SITUATIONS.
IT'S NOT AS IF YOU
CAUSED ANY PERMANENT
DAMAGE IN THE
OFFICE.



9-22

ACTUALLY, I WASTED
A TEMP NAMED CARL
IN THE NEXT OFFICE.



A TEMP —
MY POINT
EXACTLY.



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I BET I'VE GONE
TO JAIL MORE
THAN THE AVERAGE
LAW-ABIDING
CITIZEN.



I PLAN TO DEFEND
YOU BY PROVING YOUR
VICTIM WAS A TEMP
WORKER.



IT'S LEGAL
TO KILL
A TEMP?
REALLY??

NOW ALL WE
NEED IS A
JURY OF YOUR
"PEERS."



YES, MY CLIENT DID
ACCIDENTALLY SLAY
A "TEMP" WORKER...
EMPHASIS ON "TEMP."



S. Adams E-Mail: SCOTTADAMS@aol.com

BUT WHO AMONG
US CAN SAY THEY
HAVEN'T SLAIN
INNOCENT PEOPLE
WHEN THE SITUA-
TION CALLED FOR
IT?



9-24

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I CAN.

WELL, GREAT...
SO MUCH FOR
GETTING A
FAIR TRIAL.



ALTHOUGH THE
INSANITY DEFENSE
DOES NOT APPLY
TO MY CLIENT,
WE HAVE
SOMETHING
JUST AS

GOOD.



9-49

S. Adams E-mail: SCOTTADAMS@aol.com

MY CLIENT IS AN
"ENGINEER SAVANT."
HE UNDERSTANDS
TECHNOLOGY BUT
NOTHING
ELSE.



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AS EVIDENCE, I
SUBMIT MY CLIENT'S
WHITE SOCKS,
COMPLETE WITH
THE SOCK PROTECTOR
AND AUXILIARY
WRITING
TOOLS.



Dibbert

By Scott Adams



WE FIND THE
DEFENDANT INNOCENT
BY REASON OF BEING
GENERALLY CLUELESS.



I KNOW I SHOULD BE
HAPPY, BUT IT'S SO
INSULTING ... WHAT
WILL ALL MY FRIENDS
THINK?



...NOT THAT I HAVE
ANY.

I CALL THAT
A WIN-WIN
SCENARIO.



HAVE I TOLD YOU
RECENTLY THAT I
HAVE A LUCRATIVE
JOB OFFER FROM OUR
COMPETITOR?



YES

E-Mail: SCOTT@ADAMGARDL.COM

S. Adams

THE PAY IS OBSCENE,
THEY WEAR CASUAL
CLOTHES AT WORK,
AND WEDNESDAY
THROUGH FRIDAY IS
FREE BEER
AND PIZZA.



AS THE NEW GUY I GET
TO DATE THE MASSEUSE
UNTIL THE COMPANY
MATCHES ME WITH AN
ATTRACTIVE CO-WORKER.



SOB!!!

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NEXT WEEK I'LL BE AT MY
NEW JOB, REAPING
HUGE
REWARDS.

WE'RE SO HAPPY
FOR YOU.

BUT I'LL STILL HAVE
A LITTLE CUBICLE
LIKE YOURS.

THE ONLY DIFFERENCE
BEING THAT I'LL KEEP
A PONY THERE. THAT
WAY IT'S CLOSE TO MY
OFFICE.

5-Adm-3 E-Mail: SCOTTADAMS@aol.com

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ONE OF MY CO-WORKERS
GOT A MUCH BETTER JOB
AT ANOTHER COMPANY.
I'M FEELING QUITE
ENVIOUS.

INSTEAD OF FEELING
SAD, YOU SHOULD
MAKE A LIST OF ALL
THE THINGS YOU HAVE
THAT HE DOESN'T.

SO FAR, YOU HAVE A
BIRTHMARK, A FEAR
OF SPIDERS AND THE
LIST ITSELF.

I HAD THE BIRTH-
MARK REMOVED.

9-30
S. Adams 11-11-11 SCOTTADAMS@aol.com

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I'M AWARDING YOU A
"RECOGNITION FUZZY"
TO COMMEND YOU FOR
YOUR GOOD WORK ON
THE PROJECT.



DISPLAY IT
PROUDLY ON
YOUR SHIRT.
IT'S GOOD FOR
MORALE.



YOU HAVE
POCKET
LINT ON
YOUR SHIRT.



YOUR
JEALOUSY
IS SO
TRANS-
PARENT.



... SO I KNEW IT
WAS EITHER A LAYER
THREE PROTOCOL ERROR
OR ELSE IT WAS TIME
TO RECALIBRATE
THE SCOPE.



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HA HA! I'LL AVOID
THE OBVIOUS PUN
ABOUT D-CHANNEL
PACKET ADDRESSING!



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I DON'T
THINK SHE'S
DONE WITH
HER KNIFE.

I KNOW. I
LOST THREE
ENGINEERS
THIS WAY.



Dilbert

By Scott Adams



BUREAUCRACY

I NEED TO BUY
AN UPGRADE FOR
MY COMPUTER.

POOR

FIRST, YOU MUST
WRITE A BUSINESS
CASE AND GET FIVE
SIGNATURES.

GET BIOS FROM
NINE VENDORS.

ALL VENDORS MUST BE
APPROVED BY A VOTE
OF THE VENDOR APPROVAL
COMMITTEE.

...PURCHASE ORDER...
BUDGET TRANSFER...
LEGAL REVIEW... ACCOUNT-
ING CLASSIFICATION...
INVENTORY...

THESE STEPS ARE
NECESSARY TO PREVENT
EMPLOYEES FROM
DOING SOMETHING
UNECONOMICAL.

...SO YOU
SUGGESTED
A PROCESS
"QUALITY
AUDIT"?

YEAH, THAT'S
THE ONE
CLINGING TO
MY BUTTOCKS.

I'M A LOUD DOG!
GIVE ME A JOB!
YOU MUST OBEY
ME BECAUSE
I'M LOUD!

OWAT
OWAT

THAT WAS TOO EASY.
THERE MUST BE SOME-
THING WRONG WITH
THE JOB. IT MUST
BE AN ENTRY LEVEL
JOB...

I WANT A RAISE!!
PROMOTE ME, YOU
IMBECILE!!

DAD
TREND

S. Adams E-Mail: SCOTTADAMS@aol.com

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HA! MY TECHNIQUE OF
BEING LOUD IS WORK-
ING. I GOT A JOB AND
A RAISE IN ONE DAY.

NOW I
NEED AN
OFFICE.



S. Adams F-mail: MORTADAM@AOL.COM

HEY! I
WANT
YOUR
OFFICE
NOW !!



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WAIT... I MIGHT
BE ABLE TO USE
THE FRAME FOR
SOMETHING !!



I'VE SHOUTED MY WAY
INTO A JOB AND A
CORNER OFFICE. NOW
I NEED AN
EMPIRE.

I'LL START A TASK
FORCE AROUND SOME
HOT BUZZWORDS. LATER
I'LL CONVERT THE PEOPLE
INTO MY OWN
DIVISION.

HEY, THERE'S A "PALMTOP
PERSONAL MULTIMEDIA"
TASK FORCE BEING
FORMED!

THAT ONE'S
GONNA FILL
UP QUICK.

THANK YOU ALL FOR
VOLUNTEERING FOR
MY TASK FORCE ON
"PALMTOP PERSONAL
MULTIMEDIA."



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I'M SURE THAT YOU
ALL HAVE A COMMON
VISION ABOUT THIS
PROJECT...



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SPECIFICALLY, YOU THINK
IT WILL LOOK GOOD ON
YOUR RESUMES WHILE
BEING TOO FUTURISTIC
TO GENERATE ANY
REAL WORK.



NOTHER
LODE

YOUR ENTIRE STAFF
VOLUNTEERED TO WORK
ON MY TASK FORCE.
NOW I WANT THEM
AND THEIR BUDGETS
TRANSFERRED TO
ME.

WHY
WOULD
I AGREE
TO THAT?

IF YOU DON'T,
I'LL TELL
EVERYBODY
YOU'RE NOT
A TEAM
PLAYER...
SIGN HERE.

SO... NOW
I'M ON
THE TEAM,
RIGHT?

YEAH...
THE LOSING
TEAM...
BY YOUR-
SELF.

DOGBERT MEETS THE
COMPANY PRESIDENT.

YOU'VE MADE QUITE
A NAME FOR YOURSELF
IN THE WEEK YOU'VE
WORKED HERE.



E-MAIL: SCOTTADAMBER@AOL.COM

S. Adams

IT WAS EASY TO GRAB
POWER, ONCE I
REALIZED THE OTHER
EXECUTIVES WERE
JUST IMBECILES WITH
GOOD HAIR.



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I HOPE YOU
DON'T THINK
THAT OF ME.

NO, THAT
LOOKS LIKE
A TOUPEE
FROM HERE.



Dilbert

By Scott Adams



HEY! DILBERT!
IS THAT YOUR
NERDMOBILE?
HA HA HA !!

IT'S MY OLD
HIGH SCHOOL
NEMESIS,
CHUCK.

MAYBE
YOU'D LIKE
TO RACE
ME IN MY
CORVETTE.
HA HA!

ACTUALLY, CHUCK, IF YOU
HAD TAKEN A SCIENCE
CLASS YOU'D KNOW THIS
IS A "SEDECK EFFECT"
POWER PLANT CAPABLE
OF 600 MILES
PER HOUR.

ANY IDIOT KNOWS YOU
CAN GET MASSIVE POWER
SIMPLY BY USING THE SUN
TO HEAT THE JUNCTION
OF TWO DISSIMILAR
WIRES JOINED AT BOTH
ENDS.

APPARENTLY I'M FASTER
AND STARTER THAN YOU.
AND THESE TAX FORMS SHOW
THAT I ALSO EARN MORE
THAN YOU.

HERE'S A PICTURE
OF MY NEW GIRL-
FRIEND. SHE
TEACHES AEROBICS.

HE'S WINNING.
HELP ME OUT
HERE, DOGBERT.

STEP
ASIDE.

I NOTICE THAT
YOUR GIRLFRIEND
HAS UNUSUALLY
LARGE HANDS
AND A VERY
PRONOUNCED
ADAM'S APPLE.

SO?

THANK YOU ALL FOR
COMING TO THIS
EMERGENCY BOARD
MEETING.



AS YOU KNOW, ALL
PROMOTIONS TO
SENIOR MANAGEMENT
ARE BASED ON HAIR.
I THINK WE ALL
AGREE THIS IS
THE BEST SYSTEM.



BUT HAVE YOU NOTICED
THAT I HAVE A RICH
LUSTROUS COAT,
WHEREAS OUR CURRENT
PRESIDENT
GETS A LITTLE
OUTSIDE HELP?



THE MOTION IS APPROVED.
DOGBERT IS OUR NEW
COMPANY PRESIDENT
BECAUSE HE HAS THE
BEST HAIR.



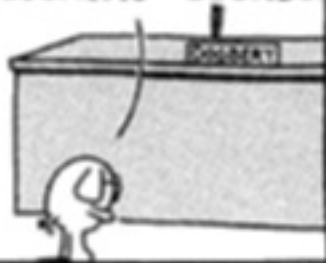
E-MAIL: SCOTTADAMING@AOL.COM

... BULLDOZE THE
EMPLOYEE CAFETERIA
AND PUT IN MY
HELICOPTER PAD...
AND I NEED A
FEW OFFICE
IMPROVEMENTS...



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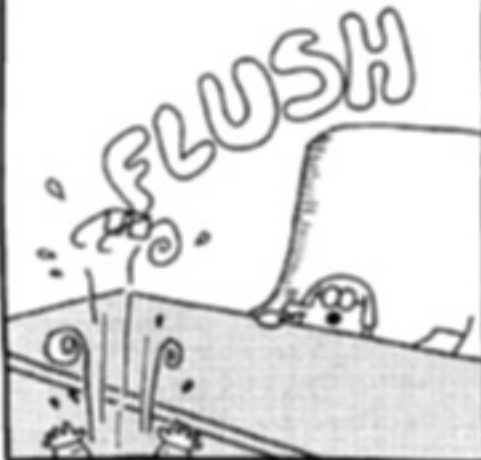
WE NEED A TRAP DOOR
HERE, BUT IT WON'T BE
FUNNY UNLESS YOU
CAN GIVE ME SOME
"FLUSHING" SOUNDS.



... OUR PAY IS TOO LOW,
AND THERE'S NO CLEAR
LEADERSHIP. AND WE
WANT PARKING
SPACES...



S. Adams E-mail: SCOTTYADAMS@aol.com



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ALL THINGS
CONSIDERED,
I THINK I
ENJOY THEM
MORE WHEN
THEY'RE
DISGRUNTLED.



10-13

WHAT?? THE PRESIDENTS
OF OTHER COMPANIES
MAKE WAY MORE
MONEY THAN I
DO !!



I'D BETTER MAKE SOME
SHORT-SIGHTED SPEND-
ING CUTS. THAT SHOULD
RAISE OUR STOCK
PRICE AND MAKE
MY STOCK OPTIONS
WORTH MILLIONS.



... ALL BUSINESS TRIPS
ARE ONE-WAY FROM
NOW ON... AND YOU'RE
ALL REQUIRED TO TAKE
A TRIP THIS AFTERNOON.



I SAVED THE COMPANY A
FORTUNE BY SENDING
THE HEADQUARTERS
STAFF ON ONE-WAY
BUSINESS TRIPS.



—S. Adams E-mail: SCOTTADAMS@aol.com

THEY HAVEN'T WASTED
MONEY ON ANY STUPID
PROJECTS ALL DAY...
NOW I CAN LEAK MY
STRATEGY TO THE
MEDIA AND EXERCISE
MY STOCK OPTIONS AT
THE UPTICK.



SOMEWHERE IN IOWA

UH... I'M
HERE FOR
A MEETING.

DID ANY-
BODY SEE
YOU?



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WHY DID
YOU QUIT
YOUR JOB
AS COMPANY
PRESIDENT?

I MADE A
FORTUNE ON
MY STOCK
OPTIONS AND
RETIREMENT
PAYOUT.



S. Adams Email: SCOTTADAMS@aol.com

I'M GOING TO
TURN MY
ATTENTION TO
PHILANTHROPY.



IS THAT
THE STUDY
OF PEOPLE
NAMED
PHIL?

IT'S MOSTLY
ABOUT
WATCHING
PEOPLE BEG
AND HAVING
BUILDINGS
NAMED
AFTER
ME.



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Dilbert

By Scott Adams



I DIDN'T WORK
UP TO MY FULL
POTENTIAL
TODAY.

NATURALLY, I'LL BE
REFUNDING A PORTION
OF MY SALARY TO THE
COMPANY.

UH... WE DON'T
REALLY HAVE A
PROCESS FOR THAT.

WHAT? THAT'S ALMOST
LIKE SAYING IT'S
OKAY TO WORK BELOW
MY POTENTIAL.

HEY GUYS! YOU WERE
RIGHT! THE PAY'S
THE SAME WHETHER
YOU TRY OR NOT!

THAT'S
GREAT!
I DIDN'T
DO SQUAT
TODAY!

I PLAYED
"TETRIS."

THANKS FOR THE
CLARIFICATION.

IT'S A BIG
TIME-SAVER.

HEY, I ACTUALLY
GOT PAID FOR
THAT!

I JUST REALIZED I
CAN DOUBLE YOUR
WORKLOAD AND
THERE'S NOTHING YOU
CAN DO ABOUT IT.



S. Adams E-MAIL: SCOTTADAMS@aol.com

YOU'RE LUCKY TO HAVE
JOBS IN TODAY'S
ECONOMY! YOU'LL
GLADLY SACRIFICE
YOUR PERSONAL LIVES
FOR NO EXTRA PAY!



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BUT AT LEAST
OUR HARD
WORK WILL
LEAD TO
PROMOTION
OPPORTUNITIES.



YOU'RE SO
CUTE. I
WISH I
HAD A
CAMERA
RIGHT
NOW.



ALICE, IT HAS COME TO MY ATTENTION THAT YOU ARE SPENDING TIME WITH YOUR FAMILY AT NIGHT.



S. Adams. E-mail: SCOTTADAMS@AOL.COM

THAT'S TIME THAT COULD BE USED PRODUCTIVELY TO DO WORK FOR NO EXTRA PAY.



DO YOU HAVE A FAMILY?



HMM... THAT WOULD EXPLAIN THE PEOPLE IN MY HOUSE...



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I CAN'T KEEP
WORKING THESE
LONG HOURS...
I DESERVE A
FAMILY
LIFE.



ALICE,
ALICE,
ALICE...



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S. Adams

THIS ISN'T THE "ME"
GENERATION OF THE
EIGHTIES. THIS IS
THE "LIFELESS NINETIES."
I EXPECT 178 HOURS
OF WORK FROM YOU
EACH
WEEK.



10-10

THERE ARE
ONLY... UH,
168 HOURS
IN A WEEK.



I EXPECT
YOUR FAM-
ILY TO CHIP
IN A FEW
HOURS.



I'M WORKING TOO
MANY HOURS... I
NEVER SPEND TIME
WITH MY FAMILY.

THE COMPANY CARES.
THAT'S WHY WE'VE
DEVELOPED A PROGRAM
TO TEACH YOU HOW
TO COPE.

"CELIBACY AND
ADOPTION — THE
CHOICE FOR THE
NINETIES."

S. ADAMS E-MAIL: SCOTTADAMS@aol.com

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YOU FOOL!
YOU ARE
NOTHING
COMPARED
TO ME!
HA HA HA
HA HA!!



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HAVE YOU BEEN SPEED-
READING MY SELF-HELP
BOOKS AGAIN?

THE IDIOTS
SHOULD PUT
WARNING
LABELS ON
THOSE THINGS.



HEE HEE!
HOW MANY
BLONDES DOES
IT TAKE TO
CHANGE A
TIRE?



ONE?



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NO, THIRTY-SEVEN
TO LIFT THE CAR
AND ONE TO PIN
THE DIAPER ON
THE TIRE !!



HA!
HA!

E-Mail: SCOTTADAMS@aol.com

COULDN'T THEY JUST
USE THE JACK?

I WONDERED
ABOUT THAT
TOO.



Dilbert

By Scott Adams



HAVE A NICE NIGHT, DILBERT.

YOU CAN REST EASY KNOWING I'LL BE GUARDING THE BUILDING ALL NIGHT.

TO A CRIMINAL, THIS PLACE MUST LOOK LIKE A BIG OL' SHOPPING MALL.

THE CUBICLES ARE LIKE LITTLE STORES, EACH WITH ITS OWN SELECTION OF QUALITY MERCHANDISE.

IF YOU KNEW WHERE TO LOOK, YOU COULD GET PICTURE FRAMES, POSTAGE STAMPS, CLOCKS, AND EVEN FOOTWEAR.

ODDLY ENOUGH, YOU AND THE JANITOR ARE THE ONLY ONES HERE AT NIGHT, AND YET MY SNACK DRAWER KEEPS GETTING EMPTIED.

IT'S TOTALLY INEXPLICABLE.

WELL, GOOD NIGHT.

SHALL WE HEAD OVER TO "CHEZ DILBERT"?

LATER... THERE'S A SALE AT "WALLY'S SHOE WORLD."

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HERE'S MY TIME
REPORT, IN FIFTEEN
MINUTE INCREMENTS.



B. Adams 8-mail SCOTTADAMS@aol.com

AND HERE'S MY
MONTHLY PROJECT
STATUS, MY BUDGET
FORECAST, MY KEY
ACCOMPLISHMENTS, MY
JEOPARDY
LIST...



10-85

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NEVER HAS SO
LITTLE BEEN
MEASURED
SO MUCH.



I NEED TO IDENTIFY
ANY UNNECESSARY
AND UNPRODUCTIVE
EMPLOYEES SO I CAN
CUT COSTS.

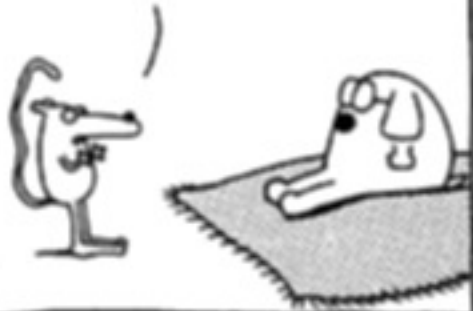
DOES ANYBODY HAVE
SPARE TIME TO JOIN
MY TASK FORCE ON
PRODUCTIVITY?

GOOD,
GOOD...
ANYBODY
ELSE?

5. Action E-Mail: SCOTT@DAILYMAIL.COM

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I CAN'T REMEMBER
IF I'M LEFT-HANDED
OR RIGHT-HANDED.



I LIVE IN FEAR THAT
I'LL BE WALKING IN
THE PARK, SOMEONE
WILL TOSS ME A BALL
AND I'LL LOOK ...
AWKWARD.



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NICE CATCH,
RAT.



REALLY? IT DIDN'T
LOOK AWKWARD?

DON'T FEEL
BAD BECAUSE
YOU'RE
AWKWARD,
RATBERT.



5. A. 11/11/11 E-MAIL: SCOTT@AMERICANMIL.COM

THERE ARE PEOPLE
LEADING HAPPY
LIVES WHO ARE NOT
ONLY AWKWARD
BUT THEY'RE ALSO
HOMELY AND DULL!



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DO I HAVE
TO LEARN
ANY
COMPUTER
SKILLS?

HEY!

IT SEEMS LIKE
A REQUIRE-
MENT, BUT
IT'S NOT.



HOO-BY! I HOPE
YOU'RE NOT GOING
TO SHOW THIS TO
ANYBODY.



S. Adams E-Mail: SCOTTADAMS@aol.com

OH, IT'S OBVIOUSLY
A FIRST DRAFT. BY
NOW YOU'VE RUN IT
THROUGH THE SPELLING
CHECKER.



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TECHNOLOGISTS ARE
CONCERNED WITH
IDEAS, NOT SPELLING.

WELL, SINCE
YOU BROUGHT
IT UP...



I WISH YOU'D REALIZE
THAT YOU'RE A GARBAGE
MAN, NOT AN ENGINEER.
I DON'T NEED YOUR
SUGGESTIONS ON MY
DESIGNS.



Suttons E-Mail: NOOTTINGHAM@GOL.COM

WHAT ARE YOU
WRITING? OH
YEAH, AS IF I
CARE.



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IF YOU NEED HELP
UNDERSTANDING
THAT, THE PAPER
BOY WILL BE BY
SOON. I'VE BEEN
WORKING WITH
HIM.



Dibbert

By Scott Adams



I BORROWED A
JAPANESE WORK
CUSTOM — SLEEPING
TUBES!

NO MORE WASTED
TIME COMMUTING.
IF YOU KEEL OVER
FROM EXHAUSTION
WE'LL JUST CRAM
YOU INTO A
SLEEP TUBE.

WHICH
TUBE IS
MINE?

YOU DON'T
GET A PERSON-
AL TUBE
UNLESS YOU'RE
EMPLOYEE OF
THE WEEK.

IN JAPAN, EMPLOYEES
OCCASIONALLY WORK
THEMSELVES TO DEATH.
IT'S CALLED KAROSHI.



I DON'T WANT THAT
TO HAPPEN TO ANY-
BODY IN MY DEPART-
MENT.



THE TRICK IS TO
TAKE A BREAK
AS SOON AS YOU
SEE A BRIGHT LIGHT
AND HEAR DEAD
RELATIVES BECKON.



YEAH, I'D SAY THAT
I'VE BECOME A LOVED
AND RESPECTED
MEMBER OF
THE FAMILY.



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SURE, YOU HAD SOME
INITIAL PREJUDICE
BECAUSE I'M A RAT,
BUT LOVE WON OUT.



SO, I WAS THINKING
MAYBE THERE'S A
BETTER WAY TO
LEAVE LITTLE BITS
OF CHEESE AROUND
THE HOUSE FOR ME.



IT'S TIME
TO WALK
THE RAT!



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E-mail: SCOTTADAMS@aol.com

YOU'RE CONFUSING
YOURSELF WITH A
DOG. THE PROPER
WAY TO EXERCISE A
RAT IS TO STRIKE IT
REPEATEDLY WITH A
ROLLED-UP
MAGAZINE.



SHOULD RATBERT BE
SPARED? SEND YOUR
VOTE BY E-MAIL TO:
SCOTTADAMS@aol.com



WE'RE BEING
DELUGED BY
E-MAIL!



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E-Mail: SCOTTADAM@AOL.COM

THE MALE WRITERS
HEAVILY FAVOR
WHACKING RATBERT
WITH THE
MAGAZINE.



AND WE HAVE A
NUMBER OF HELPFUL
SUGGESTIONS
INVOLVING
POWER TOOLS.

BOYS
WILL BE
BOYS.



RATBERT'S FATE DEPENDS
ON THE KINDNESS OF
READERS WHO ARE VOTING
BY ELECTRONIC MAIL.



5-Adams E-Mail: SCOTTADAMS@aol.com

DON'T WORRY, RATBERT.
YOU WON'T GET WHACKED
UNLESS PEOPLE THINK
SENSELESS CRUELTY IS
SOMEHOW "FUNNY."



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ALTHOUGH I
ADMIT IT
WOULD HAVE A
CERTAIN
VISUAL
APPEAL.



CONCLUSION NOV. 29

Dilbert

By Scott Adams



I'M THE BOSS. I CAN
TAKE THE LAST BIT
OF COFFEE WITHOUT
MAKING A NEW
POT.



LOOK AT ME!! I'M
TAKING THE LAST
DROP!! HA HA HA
HA HA HA!!!



AN ACTUAL HUMAN
WOULD FEEL GUILT
IN THIS SITUATION.

THE POT NEEDS
WASHING.



MY BOSS SAYS WE
NEED SOME EUNUCH
PROGRAMMERS.



J. Adams E-Mail: BOUETTADAMING@AOL.COM

I THINK HE MEANS
UNIX NOT EUNUCHS.
AND I ALREADY
KNOW UNIX.



IF THE COMPANY
NURSE DROPS BY,
TELL HER I SAID
"NEVER MIND."

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I FOUND A SEMINAR
THAT WILL TEACH FIRE-
WALKING AS A WAY
TO BUILD CONFI-
DENCE



EACH OF YOU WILL
HAVE TO WALK
BAREFOOT OVER
BURNING COALS
WHILE I WATCH!



BUT AMAZINGLY,
WE LEARN HOW
TO DO IT WITH-
OUT INJURY,
RIGHT?

NO, THAT
SEMINAR
COSTS A LOT
MORE.



AT THE FIRE-WALKING
SEMINAR FOR MANAGERS

WHO WILL BE FIRST
TO BRAVE THE HOT
COALS?



S. Albano E-mail: SCOTTADAMING@AOL.COM

YOU WILL TEACH
THE OTHERS BY
YOUR EXAMPLE.



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NOW, WHAT YOU
LEARN FROM WALLY'S
EXAMPLE IS: DON'T
USE ALCOHOL-BASED
AFTER-SHAVE.



Wally
FOOSH

AT THE FIRE-WALKING
SEMINAR FOR MANAGERS

I DON'T THINK
YOU'RE READY.



S. Adams Email: SCOTTADAMS@aol.com

FIRE-WALKING
REQUIRES COMPLETE
CONFIDENCE. ANY-
THING LESS COULD
BE DANGEROUS.



I'M JUST
CHILLY.

FINE... DO
IT WITH
YOUR SOCKS
ON.



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I MADE IT THROUGH THE
FIRE-WALKING SEMINAR
UNINJURED BY WEAR-
ING ASBESTOS
LINED SOCKS.



5. Actions

E-Mail: SCOTT@DAMNED.COM

PEOPLE ALWAYS LAUGHED
BECAUSE I LINED
MY UNDERGARMENTS
WITH ASBESTOS — BUT
WHO'S LAUGHING NOW?



11-13

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HAVE YOU
ALWAYS
FEARED
YOUR BUTT
WOULD
CATCH ON
FIRE?



IT'S NOT THE
KIND OF
THING YOU
LEAVE TO
CHANCE.



Dilbert

By Scott Adams



SO, WHAT HAVE YOU ACCOMPLISHED THIS YEAR?

I HATE PERFORMANCE REVIEWS.

WELL, I USED MY EMPOWERMENT TO CREATE A NEW PARADIGM.

AND I TEAMED ACROSS FUNCTIONAL BOUNDARIES TO IMPROVE QUALITY.

I DARE SAY I WAS CUSTOMER-FOCUSED AND MARKET-DRIVEN!

I PROACTIVELY FOUND EXCELLENCE IN THE MIDST OF CHAOS!

I RE-ENGINEERED MY CORE PROCESSES AND EMBRACED CHANGE!

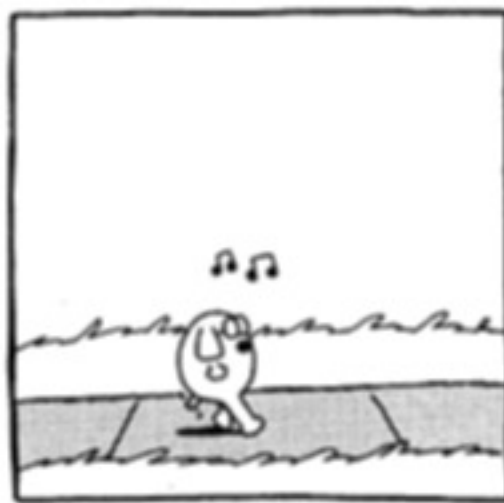
I GIVE YOU — DILBERT — THE PERFECT EMPLOYEE!

WAS THAT SARCAASM?

TO BE HONEST, I DON'T KNOW EITHER.

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I WAS WONDERING IF
YOU COULD BUILD A
PHASER PISTOL SO I
CAN ZAP THE MANY
FOOLS I ENCOUNTER
EVERY DAY.



NOTHING LETHAL,
JUST ENOUGH TO MAKE
THEM TWITCH WILDLY
AND SCREAM. IT
WOULD BE FUN.



THAT WOULDN'T
BE VERY NICE
TO THE
FOOLS.

I JUST THINK
YOU GUYS
SHOULD
PROVIDE
MORE VALUE
TO SOCIETY.



DILBERT WON'T BUILD
A PHASER PISTOL FOR
ME. HE THINKS IT'S
WRONG TO ZAP
PEOPLE FOR
FUN.



YEAH, THAT WOULD BE
WRONG... UNLESS THE
PEOPLE YOU ZAP ARE
THEMSELVES IMMORAL,
IN WHICH CASE YOU
WOULD BE ON THE
SIDE OF
JUSTICE.



I GUESS IT'S ACADEMIC
SINCE I DON'T HAVE
A PHASER.

HERE, BORROW
MINE.



HEY, LITTLE DOG,
SMILE. IT ONLY
TAKES TWO
MUSCLES!



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AAAAIIII!!

ZAP



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THAT TOOK A
FEW EXTRA
MUSCLES, BUT
I THINK IT
WAS WORTH
IT.



I'M LOOKING FOR
THE IDIOT WHO
DOES THE RADIO
TRAFFIC REPORTS



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SPEAKING OF
IDIOTS, ONLY AN
IDIOT WOULD
WANT TO BE IN
THIS TRAFFIC!

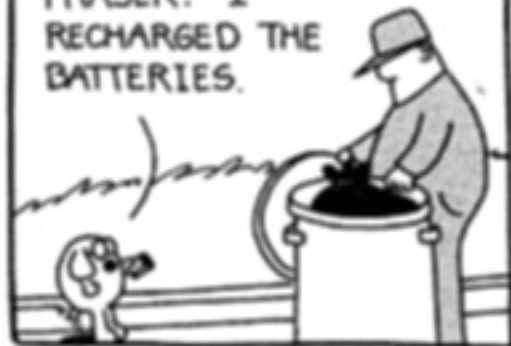


THAT'S FOR
MAKING ME
LISTEN TO
INANE
SEGUES.



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THANKS FOR LETTING
ME BORROW YOUR
PHASER. I
RECHARGED THE
BATTERIES.



5. Actors E-mail: SCOTT@GMAIL.COM

I HOPE YOU DIDN'T
USE IT IN ANGER.



11-40

NO, I WAS LAUGHING
MOST OF THE TIME. AND
I PROBABLY WON'T STOP
WAGGING UNTIL
TUESDAY.

GOOD.



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Dibbert

By Scott Adams



YOU MIGHT AS WELL ADMIT I'M A BETTER BASKETBALL PLAYER, DOGBERT.

NEVER!



NO FAIR! YOU'RE HOVERING!



IT'S JUST THE ILLUSION OF "HANG TIME."



I LEARNED IT FROM MICHAEL JORDAN.



IT'S A COMBINATION OF GREAT LEAPING SKILL PLUS THE WAY I MOVE MY LEGS.



THERE! RIGHT THERE! THAT'S DEFINITELY HOVERING!!!



I THINK YOU TAMPERED WITH THE VIRTUAL REALITY PROGRAM!

PLAY THE GAME.



Dilbert

By Scott Adams



I'M STARVING. IS THERE A MEAL ON THIS FLIGHT?



IT'S PROBABLY JUST A SNACK. THE AIRLINE IS CUTTING BACK ON FAULTS.



WHEN YOU SAY "SNACK," DO YOU MEAN A SMALL BUT WELL-BALANCED CULINARY EXPERIENCE?



IT'S PEANUTS. WE GET NINE PEANUTS A PIECE.



AND A SODA... BUT NOT A WHOLE CAN, JUST A LITTLE CUP... UNLESS THEY CUT BACK ON THAT TOO.



NOW WE JUST DRINK A SODA OURSELVES AND BURP YOUR SEAT NUMBER.



GLUG GLUG GLUG



IT'S ACTUALLY KIND OF REFRESHING.



THE E-MAIL VOTES HAVE
BEEN TABULATED. THE
WILL OF THE PEOPLE IS
THAT RATBERT SHALL BE
SPARED FROM GETTING
WHACKED WITH A
MAGAZINE.



5 Aides 57% = SPARED

I GUESS THERE'S
NOTHING FUNNY
ABOUT RANDOM
CRUELTY.



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RIGHT! CRUELTY
IS ONLY FUNNY
IF ADMINISTER-
ED IN A PROPER
SOCIAL CONTEXT.



11-29

MATT IS FRESH OUT OF
ENGINEERING SCHOOL.
YOU'LL BE HIS MENTOR.



WHATEVER YOU DO,
DON'T CRUSH HIS
SPIRIT BEFORE
WEDNESDAY.



S. Adams E-Mail: SCOTTADAMS@aol.com

11-20

WHY
PUT IT
OFF SO
LONG?

BECAUSE I BET
TEN BUCKS
WE COULD
STRING HIM
ALONG UNTIL
THURSDAY.



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DILBERT THE MENTOR

THIS IS CALLED
A "MEETING."



THE OBJECTIVE IS
TWOFOLD: TALK AS
MUCH AS POSSIBLE
AND LEAVE WITH NO
NEW ASSIGNMENTS.



THAT'S OKAY... I
THOUGHT YOUR
TALKING WENT
VERY WELL.



5-Adam.S E-Mail: SCOTTADAMING@AOL.COM

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DILBERT THE MENTOR

THIS IS YOUR
COMPUTER.



WHEN YOU HEAR
FOOTSTEPS IT'S A
GOOD IDEA TO MOVE
THIS THING AROUND
AND CLICK IT.



THIS CONCLUDES YOUR
TECHNICAL TRAINING.
IF YOU HAVE FURTHER
QUESTIONS JUST
REMEMBER YOU'RE
INCONVENIENCING ME.



CONGRATULATIONS,
MISTER DOGBERT. YOU
SUBMITTED THE LOWEST
BID FOR CREATING
OUR CORPORATE
FITNESS PROGRAM.



S. Adams E-Mail: SCOTTADAMS@aol.com

THE OTHER BIDDERS
WANTED MONEY.
YOU'RE THE ONLY ONE
WHO OFFERED TO DO
IT JUST FOR THE
LAUGHS.



18-2

ALTHOUGH
I DON'T SEE
WHAT'S SO
FUNNY
ABOUT IT.

ENGINEERS...
AEROBICS...
THINK
ABOUT IT.



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SKEPTICS SAY THAT
A COMPANY FITNESS
PROGRAM WILL
NOT SUCCEED.
LET'S DO SOME
AEROBICS AND
SEE WHO'S
RIGHT!



S. Adams E-mail: SCOTTADAMS@aol.com



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THE SKEPTICS
ARE RIGHT.

WE USUALLY
ARE.



Dilbert

By Scott Adams



MY CHAIR IS BROKEN.
CAN YOU SEND A NEW
ONE FROM THE WARE-
HOUSE?



NO CAN DO, MY FRIEND.
ALL WE HAVE IS CHAIRS
WITH DELUXE ARM-
RESTS. THEY'RE ONLY
FOR MANAGERS WHO
ARE ONE LEVEL HIGHER
THAN YOU.



WHAT DO I SUGGEST?
I DUNNO... MAYBE
TAKE SOME CLASSES AT
NIGHT. I'M SURE YOU
CAN GET PROMOTED
EVENTUALLY.



MY CHAIR IS BROKEN
AND THE WAREHOUSE
IS OUT OF "ENGINEER
CHAIRS."



AND SINCE I'M ... YOU
KNOW ... EMPOWERED,
I THOUGHT I MIGHT
ORDER A "MANAGER
CHAIR" FOR THE TIME
BEING.



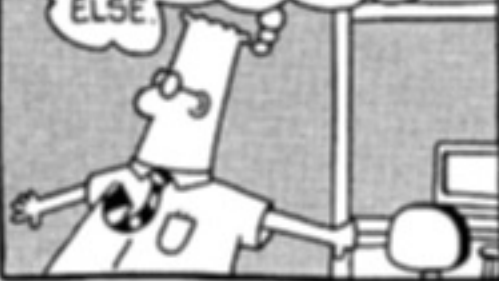
I'VE OVER-
STEPPED MY
AUTHORITY,
HAVEN'T I?



NEXT YOU'LL
WANT A
SCREEN
DOOR ON
YOUR
CUBICLE.



IF THE WAREHOUSE WON'T
REPLACE MY BROKEN
CHAIR, I'LL JUST TAKE
ONE FROM SOMEBODY
ELSE.



S. Adams E-Mail: SCOTTADAMS@aol.com

TECHNICALLY, IT'S NOT
STEALING BECAUSE THE
CHAIR BELONGS TO THE
COMPANY EITHER WAY.



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WHAT'S THE
WORST THING
THAT COULD
HAPPEN?

HOLD THE
ELEVATOR.
...OVER.



IT'S "PHIL, THE PRINCE
OF INSUFFICIENT LIGHT"!

I SAW YOU
TAKE THAT
CHAIR.

I SUMMON ALL THE
DEMONS AND TROLLS
OF HECK TO COME
FORTH AND PUNISH
YOU NOW!!!

I'M ED, FROM
ACCOUNTING.
THE OTHERS ARE
AT LUNCH.

WHAT'S THE PENALTY
FOR STEALING A
CHAIR??



YOU ARE SENTENCED
TO SIT IN THE BREAK
ROOM USED BY THE
ACCOUNTING DEPART-
MENT.



I LIKE TO
TYPE THE
NUMBER
SIX.

CRIPES!
THIS IS MY
TUESDAY
LUNCH BAG.



I'M WRITING A SHORT
STORY FOR PEOPLE
WHO DON'T HAVE MUCH
PATIENCE.



S. Adams E-Mail: SCOTT@GAMINGAD.COM

"BLAH, BLAH, BLAH.
WHATEVER, BLAH,
BLAH, ETCETERA,
ETCETERA."



12/11

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IF IT'S A COMMERCIAL
SUCCESS, THE SEQUEL
PRACTICALLY WRITES
ITSELF.



Dibbert

By Scott Adams



TODAY YOU WILL LEARN
HOW TO DEAL WITH
PEOPLE WHO HAVE
PERSONALITY
DEFECTS.



CASE 1: TODD LAUGHS
NERVOUSLY AT EVERY ONE
OF HIS OWN COMMENTS.

DON'T HOLD IT
AGAINST ME!
HEE HEE
HAW HAW!



REMEDY: TODD MUST BE
RELOCATED TO A DISTANT
PLANET.

IT SURE IS
LONELY!
HEE HEE!



CASE 2: ALLEN STARES
AT YOU LIKE A ZOMBIE
FOR LONG PERIODS
BEFORE RESPONDING TO
QUESTIONS.



REMEDY: ALLEN MUST BE
PAIRED WITH VIRGINIA
(CASE 3) WHO FILLS ALL
QUIET SPOTS WITH
INANE CHATTER.

YAK YAK
YAK

CASE 4: MATT SPEAKS
SLOWLY ABOUT AMAZINGLY
BORING TOPICS.

I... ATE ... A
... PICKLE...



REMEDY: MATT'S HEAD
CAN BE OUTFITTED
WITH A READING STAND.

I... LIKE ...
PICKLES...



CASE 5: AN ENGINEER.
REMEDY: VERY QUIETLY
SEAL HIM IN HIS OWN
CUBICLE.



AND OUR PRODUCT HAS
A THIRTY TERABIT RAM
CACHE, JUST LIKE YOUR
COMPANY NEEDS.

TELL HIM,
DILBERT.

IT HAS
NO
RAM.



AND IT'S CAPABLE OF
DETECTING TACHION
FIELD EMISSIONS.

YOU'RE CONFUSING
US WITH "STAR
TREK" AGAIN,
STAN.



WE'LL BUILD
THAT STUFF
INTO THE
NEXT FREE
UPGRADE.

WE'LL TAKE
IT!

BEAM ME
UP, SPOCK.
THERE'S
NO LIFE
ON THIS
PLANET.



STAN, YOU PROMISED
THE CUSTOMER THINGS
THAT ENGINEERING
CAN'T POSSIBLY DELIVER
DO YOU KNOW WHAT
THIS MEANS?!



S. Adams E-Mail: SCOTTADAMS@aol.com

IT MEANS I'M A
GREAT SALESMAN
AND YOU'RE A
PUTRID ENGINEER.



18-79

MAYBE YOU
SHOULD
CONSIDER
TAKING
CLASSES AT
NIGHT.



HEY, DOGBERT! I JUST
DISCOVERED I CAN FIT
AN ENTIRE
CHANGE OF CLOTHES
INTO AN EMPTY
"PRINGLES"
POTATO CHIP
CAN.



S. Adams E-Mail: SCOTTADAMS@aol.com

MOST OF THE
FABRICS I WEAR
CAN BE ROLLED
UP PRETTY
TIGHT... SO...
UH...



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IT'S FUNNY HOW
THE MOST DRILLIANT
IDEA CAN SOUND
SILLY WHEN YOU
TELL YOUR DOG.



I NEED A NAME FOR
MY NEW TUBULAR
LUGGAGE INVENTION.



THE NAME SHOULD BE
DESCRIPTIVE OF ITS
FUNCTION, YET ALSO
CALL OUT TO MY TARGET
MARKET.



GO AHEAD... GET
IT OUT OF YOUR
SYSTEM.



WHAT HAPPENED
TO YOUR CLOTHES?



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S. Adams E-Mail: SCOTTADAMS@aol.com

I HAD THEM ROLLED
UP AND STUFFED
IN A "PRINGLES"
POTATO CHIP CAN
FOR A WEEK.



12-17

IT'S A PROTOTYPE
FOR MY TUBULAR
LUGGAGE
INVENTION.



NEVER
SPEAK TO
ME AGAIN.



I NOTICED I WASN'T IN
ANY OF YOUR OLD PHOTO
ALBUMS, SO I PASTED
MYSELF INTO A FEW
KEY PLACES.



5-Actions E-Mail: SCOTTADAMING@AOL.COM

HERE I AM HUGGING
YOU WHEN YOU'RE A
BABY... BASICALLY I
PUT MYSELF OVER ALL
THE PICTURES
OF THIS UGLY
WOMAN.



THAT UGLY WOMAN
IS MY MOM.

HEY! I DIDN'T
RAISE YOU TO
TALK BAD
ABOUT OTHER
PEOPLE!



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Dilbert

By Scott Adams



HERE'S A LIST OF MY
CHRISTMAS DEMANDS.

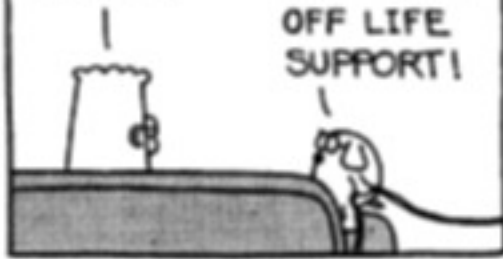


FOLLOW THE INSTRUCTIONS AND NOBODY
GETS HURT.



YOU'RE BLUFFING.
YOU WOULDN'T HURT
MY PLASTIC
WINDOW
SANTA.

ONE YANK
AND HE'S
OFF LIFE
SUPPORT!



HERE'S MY LIST OF
CHRISTMAS DEMANDS,
RATBERT.



SINCE YOU HAVE NO
MONEY I INCLUDED
ITEMS WHICH CAN BE
EASILY SHOPLIFTED.



OR YOU CAN CHECK THE
BOX WHERE IT SAYS
YOU AGREE TO BE MY
PERSONAL
VALET FOR
LIFE.

I NEED
TO SHOPLIFT
A PENCIL
FIRST.



REMEMBER, BOB, IT
IS BETTER TO GIVE
TO DOGBERT THAN
TO RECEIVE...
ESPECIALLY AT
CHRISTMAS



S. Adams Email: SCOTTADAMS@aol.com

BUT I DON'T HAVE ANY
INCOME... EXCEPT FOR
THE COINS PEOPLE
DROP WHEN I GIVE
THEM WEDGIES.



12-22

IT SEEMS LIKE EXACTLY
THE WRONG SEASON TO
PICK UP THE PACE ON
THIS SORT OF THING.



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HOW CAN THIS BE THE
SEASON OF GOOD CHEER
WHEN I DON'T EVEN
HAVE MY
GIFTS YET?



12-23

S. Adams Email: SCOTTADAMS@aol.com

I MEAN, WHAT IF YOU
GET ME SOMETHING
STUPID? I'LL HATE
YOU FOREVER AND
HAVE TO
RUN AWAY.



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YOUR PSYCHOLOGY WON'T
WORK THIS YEAR. I
WILL NOT BUY MORE
GIFTS.



SEVERAL SHOPPING
HOURS LEFT, AND
YOU JUST SIT
THERE.



DID YOU REALLY BUY
ENOUGH GIFTS FOR
DOGBERT? YOU WORRY.
GUILT AND DOUBT
BEGIN TO GNAW AT
YOUR GUT... THE
PAIN... THE
PAIN...



I THOUGHT IT WAS THE
THOUGHT THAT COUNTS.



DON'T
BELIEVE
THE HYPE.

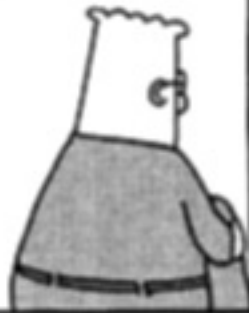


YOU REALLY PUT THE
FAMILY THROUGH SOME
MAJOR GIFT-GIVING
GUILT THIS WEEK,
DOGBERT.



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FAMILY? DOES
THAT INCLUDE
LITTLE
RATBERT?



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WELCOME TO
THE FAMILY,
RATBERT.



DON'T EXPECT
MUCH OF AN
ALLOWANCE.



Dinbert

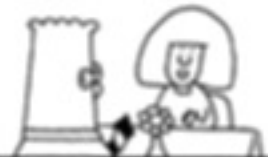
By Scott Adams



YOU REMIND ME
OF MY OLD BOY-
FRIEND JACK.



YOU'RE NOT AS
FUNNY OR AS
HANDSOME...



BUT YOU ARE
MALE, AND THAT'S
JUST LIKE JACK.



I CAN WAIT THIS
OUT. SHE'LL STOP
TALKING ABOUT
HIM EVENTUALLY.



OOOOOH... JACK,
JACK, JACK, JACK,
JACK, JACK...



OOOPS... I SLIPPED
INTO AN "OLD
BOYFRIEND COMA"
FOR A MINUTE
THERE.



THAT
WASN'T
TOO BAD.



ARE YOU
READY TO
ORDER?



IT SHOULD BE
CLEAR SAILING
FROM HERE ON,
WITH ANY LUCK
AT ALL.



JACK?

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I'D LIKE YOUR
BIGGEST MAP OF
THE WORLD FOR
MY WAR ROOM.



S. Adams E-mail SCOTTADAMS@aol.com

I'D LIKE THIS FOR
FREE. IN RETURN,
AFTER I CONQUER
THE WORLD I'LL
MAKE YOU AMBAS-
SADOR TO
FRANCE.



aj7

DOES THAT REQUIRE
TRAVEL? I GET AIR
SICK.



NO PROBLEM.
YOU'LL HAVE
DIPLOMATIC
IMMUNITY.



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WHAT'S ALL
THIS, DOGBERT?

I'M PLANNING
MY WORLD
CONQUEST.

IT SHOULDN'T BE TOO
HARD, GIVEN THE
FACT I'VE PROBABLY
SNEEZED MORE BRAIN
CELLS THAN THE AVERAGE
HUMAN USES ON
ELECTION DAY.

I USUALLY VOTE
A STRAIGHT
PARTY TICKET.

I COULD BE
DONE BEFORE
LUNCH.

AFTER I CONQUER THE
WORLD I'LL HAVE A
CITY NAMED AFTER
YOU, RATBERT.



WOW!

11/18/9

SADDERNS E-MAIL: SCOTTADAMING@AOL.COM

BUT BEFORE I DO THAT
I'LL CHANGE YOUR
NAME TO PITTSBURGH.



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IF YOU PLAY YOUR
CARDS RIGHT I'LL
CHANGE YOUR LAST
NAME TO "YOO HOO"
AND HAVE A BEVERAGE
NAMED AFTER YOU TOO!



YES! I'M
GONNA
BE FAMOUS!

I CAN'T DECIDE IF IT
WOULD BE BETTER TO
CONQUER THE WORLD BY
BUILDING AN
ARMY OR START-
ING A RELIGION.



WHICH ONE WOULD HAVE
THE LEAST LOSS OF LIFE?

THAT'S WHAT I'M
TRYING TO CALC-
ULATE ON THIS
SPREADSHEET.



WHY ARE YOU COUNTING
LAW STUDENTS AS
TWO-TENTHS OF A
PERSON?

IT DOESN'T
DROP TO ZERO
UNTIL THEY
PASS THE BAR.



WOULD YOU LIKE TO
SIGN THIS PETITION
TO END WORLD
HUNGER AT NO
COST TO YOU?



END
HUNGER

12-71

S. Adams E-MAIL: SCOTTADAMS@aol.com

WORLD HUNGER?
WHY DOES IT SAY "I
DEMAND ELIMINATION
OF THE GOVERNMENT
AND THE ESTABLISH-
MENT OF A DOGBERT
MONARCHY"?



IT'S STANDARD BOILER-
PLATE. THE LAWYERS
INSISTED.

MAN, THOSE
GUYS ARE IN
A WORLD OF
THEIR
OWN.



END

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MMM...
OH, DILBERT!
MMM...



5 Adams E-MAIL SCOTTADAMINGRADE.COM

CUT!



1-1-99

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DO YOU REALLY THINK
THIS WILL MAKE MOM
STOP WORRYING ABOUT
ME?

ONLY IF YOU
RAISE YOUR
VOICE FOR THE
"MMM" PART.





I'M SORRY DAVE, BUT
YOU'RE BEING TRANS-
FERRED TO MARKETING
AND THERE'S NO
BUDGET TO TRAIN YOU
AS A MARKETER.



S. Adams E-Mail: SCOTTEADAMS@aol.com

SLAP!



1-1-99

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WHERE AM I?
I NEED A
DRINK:

THIS IS A
TEMPORARY
FIX... BUT
YOU'LL FIT
IN NOW.



WE'VE REDESIGNED THE ORGANIZATION CHART TO SHOW MANAGEMENT AT THE BOTTOM SUPPORTING OUR MOST IMPORTANT EMPLOYEES!

QUESTION: WHY DO THE MOST IMPORTANT EMPLOYEES GET PAYED THE LEAST?

BECAUSE THEY WOULD NEVER THINK OF IDEAS LIKE THIS UPSIDE-DOWN CHART CONCEPT.

S. Adams E-Mail: SCOTTADAMS@GOL.COM

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WE'RE FLATTENING THE ORGANIZATION TO ELIMINATE LEVELS AND PUT EVERYBODY IN A WIDE SALARY BAND.



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NOW INSTEAD OF NOT GETTING A PROMOTION YOU'LL ONLY NOT GET A RAISE.



1-5-99

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SO, WHAT JOB TITLE DO WE USE?



YOU'LL ALL BE NAMED BEVERLY.



THE BOSS'S BRAIN

HUMMM

THEORETICALLY, IF
I CUT COSTS ENOUGH
WE'LL BE PROFITABLE
WITHOUT SELLING
ANY PRODUCTS.

HOW DO THEY
GET THE INK
IN THESE THINGS?

5/10/95 8:58 AM SCOTTADAMINGADEL.COM

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"TIM WILL BE LEAVING
THE COMPANY TO PURSUE
OTHER OPPORTUNITIES."



S. Adams, S. E-mail: SCOTTADAMS@GOLDF.COM

NOTE THE ABSENCE OF
KEY PHRASES SUCH AS
"WE REGRET" OR "YEARS
OF DEDICATED SERVICE."
AND NOTICE THAT HIS
NEW OPPORTUNITY IS
NOT CALLED
"EXCITING."



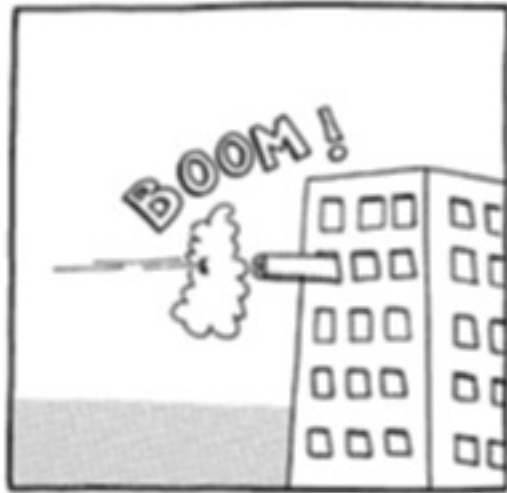
1-7-99

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I THINK YOU'RE READING
A LITTLE TOO MUCH INTO
THAT ANNOUNCEMENT.

NO, I'M
READING THE
FOOTNOTE





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Dilbert

By Scott Adams



MAYBE I SHOULD APPROACH MY PERSONAL LIFE AS IF IT WERE AN ENGINEERING PROJECT.

WHAT IS THE MISSION OF THIS PROJECT?

FIND A GIRLFRIEND!

GOOD. NOW CONSIDER THE FEASIBLE ALTERNATIVES.

DEFINE "FEASIBLE."

NEVER MIND. LET'S MOVE ON.

NOW LET'S CALCULATE YOUR ATTRACTIVENESS RATIO SO WE CAN NARROW THE FIELD OF GIRLFRIEND OPTIONS

LET'S SEE... YOUR BUYING POWER NARROWS THE CHOICES TO A WOMAN WHO JUST GOT A FACE TRANSPLANT FROM A BABOON.

MAYBE IT WAS AN ATTRACTIVE BABOON. I SHOULD CALL HER.

SOMEWHERE BETWEEN DESIRE AND ENGINEERING LIES STUPIDITY.

LET'S GO AROUND THE
TABLE AND GIVE AN
UPDATE ON EACH OF
OUR PROJECTS.



STAFFS E-MAIL: SCOTTADAMBER@GMAIL.COM

MY PROJECT IS A
PATHETIC SERIES OF
POORLY PLANNED,
NEAR-RANDOM ACTS.
MY LIFE IS A TRAGEDY
OF EMOTIONAL
DESPERATION.



IT'S MORE OR LESS
CUSTOMARY TO SAY
THINGS ARE GOING
FINE.



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DILBERT, I'M FORMING
A SMALL CLIQUE OF ALL
THE YOUNG, FUNNY,
SINGLE PEOPLE IN THE
DEPARTMENT.



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D. Adams E-Mail: SCOTT@DAD.COM

WE'LL HAVE DRINKS
DURING LUNCH, TALK
ABOUT SKI TRIPS,
AND HAVE ROMANCES
WITHIN THE GROUP.



PLEASE...
JUST
SHOOT ME
NOW.



NO, NO...
WE NEED
YOU TO DO
OUR WORK.



BLAH BLAH
BLAH

HE'S EXPLAINING
SOMETHING THAT I
ALREADY UNDER-
STAND. I'VE GOT TO
STOP HIM.



1-12

S. Adams E-MAIL: SCOTTADAMS@AOL.COM

I'LL TRY VIGOROUS
NODDING AND
AGREEING, PLUS
CLOSED BODY LANGUAGE.

BLAH
BLAH
BLAH

RIGHT
RIGHT
RIGHT



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AND HAVE
I EVER TOLD
YOU HOW
"VELCRO"
WORKS?

MAYBE IF
I BLOCK
THE OXYGEN
TO MY
BRAIN...



I CALL IT "DOGBERT'S
REINCARNATION
INVESTMENT FUND."



5-Adams E-Mail SCOTTADAMS@aol.com

YOU GIVE ME YOUR
MONEY NOW AND
I INVEST IT UNTIL
YOU REINCARNATE..
THE COMPOUND
INTEREST WILL MAKE
YOU RICH!



1-13

WHAT IF I COME BACK
AS A COW?

YOU'LL SAVE A
FORTUNE IN
MILK.



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INVEST YOUR MONEY
IN MY REINCARNATION
FUND AND YOU'LL BE
RICH IN A FUTURE
LIFE.



S. Adams E-Mail: SCOTTADAMS@aol.com

BUT I AM RICH IN
THIS LIFE, FOR I
HAVE LOVE IN MY
HEART AND MUSIC
IN MY SOUL.



SO, CAN
YOU HELP
ME PUSH
MY VAN
HOME?

IT LOOKS
LIKE YOU'LL
ALSO HAVE
SHARP PAIN
IN YOUR
MUSCLES.



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GOOD NEWS — YOUR RATIO
OF LIQUIDITY TO
STUPIDITY IS VERY LOW.
YOU QUALIFY TO INVEST
IN MY REINCARNATION
FUND!



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IF MY RATIO IS
LOW, THAT MEANS
I'M ... UH ...



1-19

MADE
OF
LIQUID!



I'D SAY YOU'RE
98% WATER,
2% CHEAP SUIT,
AND WHAT'S
LEFT IS YOUR
AMAZING
BRAIN.



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Dilbert

By Scott Adams



I INVENTED A "STEALTH BUSINESS SUIT" TO AVOID ASSIGNMENTS AT WORK TODAY.



WHAT DO YOU THINK, DOGBERT?

HA HA! MY SOUND DAMPERS HAVE CANCELLED YOU OUT!



NOW WATCH WHAT HAPPENS IF SOMEBODY TRIES TO ATTACH A LITTLE YELLOW STICKY NOTE TO ME.



SEE! NOTHING STICKS TO THE SPECIAL POLYMERS!

AND MY WIRELESS PHONE AND PAGER ARE ENCASED IN LEAD SO THEY CAN'T DETECT INCOMING CALLS.

WELL, I'M OFF TO "WORK." HA HA HA HA HA!



THERE GOES THE HAPPIEST MAN WHO EVER FORGOT IT WAS SUNDAY.



I... I'D LIKE
PERMISSION
TO KEEP A
PLASTIC PLANT
IN MY CUBICLE.



PERMISSION DENIED!
PLANTS ATTRACT BUGS.
IF I CAN'T TELL ITS
PLASTIC HOW ARE THE
BUGS GOING TO KNOW
THE DIFFERENCE?



WITH ALL DUE RESPECT,
BUGS ARE WAY SMARTER
THAN YOU.

OH YEAH? I'D LIKE
TO SEE THEM DO
THIS JOB.



I'M GOING TO DEFY THE
CUBICLE GESTAPO AND
KEEP THIS PLASTIC
PLANT ON MY DESK.



5-Addm.5 E-Mail: SCOTTADAMING@MIL.COM

I'M A REBEL... I'M
EVIL. MY ANTI-
PERSPIRANT IS
BREAKING DOWN!



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SOMETIMES A MAN HAS
TO TAKE A STAND.



COULD HE
STAND SOME-
PLACE ELSE?



1 SYNTHESIZED THE
PHEROMONES THAT
MAKE MEN AND WOMEN
ATTRACTED TO EACH
OTHER.



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A FEW SPLASHES
OF THIS AND I'LL
BE IRRESISTIBLE.



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DO YOU
FEEL ANY
DIFFER-
ENT?

I'M STARTING
TO RE-E-E-ALLY
LIKE ME.



I'M WEARING A SYNTHETIC
PHEREMONE SCENT THAT
MAKES ME IRRESISTIBLE.
IT SHOULD KICK IN
ANY MINUTE.



WAITER! HERE'S
THREE HUNDRED
DOLLARS. IF I START
TO FLIRT WITH HIM,
KILL HIM!



SO FAR
SO GOOD

I'VE GOT
TO... MACE...
MYSELF...



THE PHEREMONE COLOGNE
IS MAKING WOMEN
DESIRE ME PHYSICALLY
BUT THEY CAN'T RECON-
CILE IT MENTALLY.

N-N-NO

S. Adams E-MAIL: SCOTTADAMS@AOL.COM

IT ISN'T FAIR ...
I'LL HAVE TO WASH
THE COLOGNE
OFF...

POW

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RIGHT AFTER
MY AEROBICS
CLASS.

YOU'RE UNSUCCESSFUL
IN LOVE BECAUSE YOU
KEEP FORGETTING
OPPOSITES
ATTRACT.



S. Adams E-Mail: SCOTTADAMS@aol.com

LOGICALLY, THE WOMEN
WHO WOULD BE MOST
ATTRACTED TO YOU
ARE BEAUTIFUL AND
INTELLECTUALLY
STIMULATING.



1-42

YOU'RE RIGHT. I'VE BEEN
UNDERESTIMATING MY
DRAWING POWER.



AND WOMEN
LOVE IT WHEN
YOU POSE LIKE
THIS FOR THEM.

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Dilbert

By Scott Adams



I NEED A REPLACEMENT FOR MY COMPANY CELLULAR PHONE.

I DROPPED MINE IN THE ... JOHN.

AGAIN?? WHY DON'T YOU REACH IN AND FISH IT OUT?

I TRIED, BUT THEN MY PAGER FELL IN TOO.

REACH IN AND GET THEM BOTH.

I TRIED OF COURSE, BUT WHEN MY VAST ARRAY OF WRITING TOOLS FELL IN THEY KIND OF WEDGED...

TRY IT AGAIN!!!

WHERE ARE YOUR GLASSES?

SHUT UP.

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OUR ELBONIAN DIVISION
WAS THE LOW BIDDER
FOR LAUNCHING FRENCH
SATELLITES INTO ORBIT.



I'M PUTTING YOU
PERSONALLY IN
CHARGE. MAKE SURE
THEY USE THE RIGHT
TECHNOLOGY.

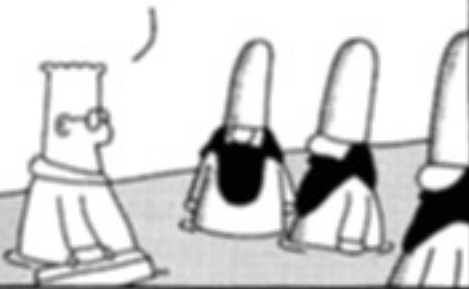


ELBONIA

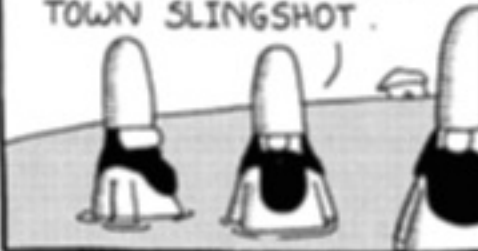
I HOPE THOSE
THINGS AREN'T
EXPENSIVE.



THE CORPORATE OFFICE
SENT ME TO HEAD UP
THE ELBONIAN SATELLITE
LAUNCHING PROGRAM.



OOH... BAD TIMING.
THE FRENCH DELIVERED
THEIR SATELLITE EARLY.
WE ALREADY TRIED TO
LAUNCH IT WITH THE
TOWN SLINGSHOT.



IT DOESN'T
GET MUCH
WORSE
THAN
THIS.

IT FLATTENED
THE FRENCH
EMBASSY.
THEY DECLARED
WAR AN HOUR
AGO.



PROJECT STATUS: WE
ACCIDENTALLY DESTROYED
THE FRENCH SATELLITE
AND ARE NOW AT WAR
WITH FRANCE.



MAYBE YOU SHOULD
BE A LITTLE MORE
UPBEAT IN YOUR
REPORT. EMPHASIZE
THE POSITIVE.



"... ON A POSITIVE
NOTE, OUR HEADCOUNT
EXPENSES ARE
TRENDING DOWNWARD."



THE FRENCH
ARE BOMBING
US!! RUN!!

WE ELBONIANS ARE A
HARDY BREED. BOMBS
DON'T SCARE US.

'COURSE I'D BE LYING
IF I TOLD YOU THIS
DIDN'T STING LIKE
ALL GET OUT.

"NUPE"
IT.

... THE FRENCH STOPPED
BOMBING ELBONIA
WHEN THEY REALIZED
THERE WAS NOTHING
WORTH DESTROY-
ING .



S. Adams E-MAIL: SCOTTADAMS@AOL.COM

IRONICALLY, THE GNP
OF ELBONIA TRIPLED
BY SELLING THE BOMB
FRAGMENTS FOR SCRAP.
WHEN I LEFT THEY WERE
TRYING TO GOAD FRANCE
INTO
ANOTHER
WAR .



1-29

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YOU CALL THIS SWILL
CHAMPAGNE ?? IF WE
DRANK THIS WE'D HAVE
TO EAT SNAILS TO GET
THE TASTE OUT OF OUR
MOUTHS TOO !!



FRENCH
EMBASSY

THE LESS YOU
KNOW, THE
HAPPIER
YOU ARE .



S. Adams E-Mail: SCOTTADAMS@AOL.COM

WHILE YOU STRUGGLE
WITH THAT COMPUTER,
I'M NAKED, CLUELESS,
AND F-E-E-E-LING
GOOD!



YOU'RE
REALLY
ANNOYING
ME NOW.



TOTALLY
NAKED!
ISN'T
THAT A
HOOT?



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Dilbert

By Scott Adams



I JOINED THE
"SPOTTED CHIPMUNK
PRESERVATION
SOCIETY."

WE'RE GOING TO
TRANQUILIZE THE
LAST KNOWN MALE
AND UNITE IT WITH
A FEMALE.

THERE HE IS!

THUNK!

POW

WHEN YOU THINK
ABOUT IT, THAT'S
AN AWFULLY LARGE
DART TO USE ON
A CHIPMUNK.

IT'S DILBERT'S
TURN TO WRITE
THE NEWSLETTER.

TRUST ME.
HUMOR IS
THE WAY
TO GO. IT
EASES
TENSION.

YEAH, BUT
A WHOLE
ISSUE OF
DEAD CHIP-
MUNK JOKES?

I DECLARE MYSELF THE
PATRON SAINT OF
TECHNOLOGY .



I HEAL BROKEN TECH-
NOLOGY WITH MY
RIGHT PAW AND I
USE THE SCEPTER TO
DRIVE OUT THE DEMONS
OF STUPIDITY .



I DON'T THINK I'VE
SEEN YOUR SPIRITUAL
SIDE BEFORE .



SAINT DOGBERT SEEKS OUT
TECHNOLOGY THAT HAS BEEN
POSSESSED BY THE DEMONS
OF STUPIDITY.



HE HAPPENS ACROSS A
SOFTWARE DEVELOPER.

I'LL MAKE THE COMMAND
EASY TO REMEMBER,
LIKE "CTRL-ALT-F4-DEL".



AND IF THEY FORGET
THAT THEY CAN JUST
EDIT THE SOURCE CODE
IN "COMMAND.COM"

PERFECT.



HOLD STILL WHILE I
EXORCISE THE DEMONS
OF STUPIDITY THAT
POSSESS YOU.



S. Adams Email: SCOTTADAMS@aol.com

OUT! OUT! I
COMMAND YOU
DEMONS OF
STUPIDITY TO BE
GONE!!



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THE SUIT
IS NOW
SAFE.

THANKS !



IS YOUR JOB
PLAGUED BY THE
EVIL DEMONS OF
STUPIDITY ?



4-3

5-Albums E-MAIL: SCOTTADAMING@GOL.COM

SIMPLY AFFIX THIS
IMAGE OF SAINT DOGBERT
TO EVERY DOCUMENT,
CUBICLE OR COMPUTER
YOU WANT TO
PROTECT AND
WATCH YOUR
CAREER BEGIN
TO CHANGE!



OUT OUT!!
YOU DEMONS OF
STUPIDITY!!



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NO, "C" IS A COMPUTER LANGUAGE, NOT THE GRADE FOR MY PROJECT.

WHAT'S HAPPENING?

HE TURNED INTO A BLACK HOLE, SO DENSE THAT LIGHT CANNOT ESCAPE HIS FIELD OF GRAVITY

PING

UNFORTUNATELY, ONLY HIS IDEAS CAN ESCAPE THE GRAVITY BECAUSE THEY LACK SUBSTANCE.

WHAT IF YOU PROGRAM IN "B"?

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I'VE GOT MY 3-D
STEREO FOR LIFE-
LIKE SOUND...



I'VE GOT HIGH DEF-
INITION TELEVISION
FOR LIFE-LIKE
VIDEO...



DO YOU
HAVE A
LIFE
YET?

NO, BUT
I'M DARN
CLOSE.



Dilbert

By Scott Adams



I TRIED TO FAX IT
BUT OUR FAX MACHINE
IS BROKEN.



I WOULD SEND IT BY
MODEM BUT MY
COMMUNICATION SOFTWARE
IS INCOMPATIBLE
WITH MY NEW SYSTEM
SOFTWARE UPGRADE.



NO... OUR ELECTRONIC
MAIL SYSTEMS ARE
INCOMPATIBLE.



MAIL IT ?



I'VE ONLY GOT ONE COPY
AND OUR COPIER IS
OUT OF TONER.



WELL, NORMALLY I
COULD PRINT ANOTHER
ONE BUT OUR LAN
IS BEING REWIRED.



I COULD JUST
READ IT TO
YOU.



I DESCRIBE HOW
TECHNOLOGY IMPROVES
OUR LIVES BY...
YEAH, I'LL HOLD.

HELLO?

DANG

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I THOUGHT IT NECESSARY
TO PROVIDE DETAILED
GUIDELINES TO OUR NEW
CASUAL DRESS CODE.



S. Adams E-Mail: SCOTTADAMS@aol.com

FORBIDDEN CLOTHING
INCLUDES: SHORTS,
TANK TOPS, TEE SHIRTS,
SHIRTS WITH SLOGANS,
BLUE JEANS, SNEAKERS,
AND SANDALS.



MY
MORALE
IS
SOARING.



APPENDIX "A"
IS THE
APPROVED
UNDERWEAR
LIST.



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THE NEW DRESS CODE
ALLOWS CASUAL
CLOTHING ON FRIDAYS.

GULP

YOU'LL HAVE TO MAKE
ACTUAL FASHION
DECISIONS THAT WILL
BE SCRUTINIZED BY
HUNDREDS OF YOUR
CO-WORKERS!

I'M THINKING
"GARANIMALS"
FROM "SEARS".

5 Adams E-Mail SCOTTADAMS@aol.com

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I REALIZE THAT CASUAL
DRESS DAY ISN'T EASY
FOR YOU ENGINEERS...



S. Adams E-MAIL: SCOTTADAMS@aol.com

BUT YOU'VE EXCEEDED
THE BOUNDS OF GOOD
TASTE. I'VE GOT TO
SEND YOU HOME TO
CHANGE.



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SHUT
UP,
WALLY.



I HEARD THEY
WERE BACK!
I SWEAR!



WE MUST CONSTANTLY
ASK OURSELVES WHAT
WE CAN DO TO DELIGHT
OUR CUSTOMERS.



5. Adams E-Mail: SCOTTADAMS@aol.com

WE COULD STOP
HAVING THESE
MEETINGS, FIRE
EVERYBODY IN THE
ROOM AND LOWER
THE PRICES OF OUR
PRODUCTS.



2-10

I WAS THINKING MORE
ALONG THE LINES OF
A SLOGAN

HOW 'BOUT
"WE WASTE
YOUR MONEY"?



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HAVE YOU EVER
NOTICED HOW
INCREDIBLY
CUTE I AM?



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LOOK AT THIS LITTLE
BLACK NOSE, SOFT
FURRY EARS, ADORABLE
LITTLE TAIL...WITH
THESE LOOKS I COULD
GET AWAY WITH
MURDER.



2-11

I'M THINKING
OF BECOMING
A HIT MAN
FOR THE
MOB.

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I'M GLAD
WE HAVE
THESE
TALKS.



I FOUND A WAY TO
PROFIT FROM MY
INATE CUTENESS.



S. Adams E-Mail: SCOTTADAMS@aol.com

INTRODUCING THE
LIMITED EDITION
"BABY DOGBERT"
CERAMIC FIGURINE!



4-124

I SEE — IT'S A FIRST AID
DEVICE TO INDUCE
VOMITING.



THE FOCUS
GROUP WAS
A DISASTER.

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Dilbert

By Scott Adams



THAT JOKE WAS NOT FUNNY. YOU'RE INSENSITIVE, DOGBERT.

WELL, HERE WE GO WITH THE "INSENSITIVE DOG BASHING."

IS IT MY FAULT I WAS BORN WITHOUT THE ABILITY TO SENSE THE FEELINGS OF OTHERS?!

OH, SURE. I WISH I COULD BE LIKE YOU.

SOMEHOW YOU KNOW EXACTLY WHAT IT FEELS LIKE TO BE A DIFFERENT GENDER, RACE, LIFESTYLE OR BODY.

BUT I'M INSENSITIVE. ALL I KNOW IS HOW I FEEL IT AND I'M PROUD OF IT!

BUT YOU'D UNDERSTAND THAT, IF YOU WEREN'T INSENSITIVE ABOUT INSENSITIVITY!!

WHEN YOU PUT IT LIKE THAT, I FEEL KINDA BAD.

WHO CARES?

WHAT SHALL WE
TELL THE GUY
FROM MARKETING
THIS TIME?



S. Adams E-Mail: SCOTTADAMS@AOL.COM

LET'S SEE IF WE CAN
MAKE HIM FEEL
A SENSE OF HELPLESS
DESPERATION AND
FEAR.



THE TIME-DIVISION
MULTIPLEXER OPENED
A HOLE IN
THE FABRIC
OF SPACE.

WE'RE
TRAPPED
IN THIS
MEETING
FOREVER.



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I CAN'T LIVE MY LIFE
TRYING TO PLEASE
OTHERS.



I THINK I CAN SPEAK
FOR ALL OTHERS WHEN
I SAY "FOOL! YOU'D
BETTER PLEASE US OR
WE'LL CRUSH YOU!"



IT WAS JUST A
THOUGHT.

WE "OTHERS"
DON'T LIKE
TO BE
THREATENED.



AS THE LEADER OF
THIS ORGANIZATION
IT'S MY JOB TO SET
PRIORITIES.



HERE'S YOUR CALENDAR.
I BOOKED YOU THROUGH
NEXT YEAR WITH
EVERY YAHOO WHO
COULD DIAL YOUR
NUMBER.



MAYBE I'LL
CALL THIS A
PRIORITY.



5-Adams E-Mail: SCOTT@ADAMS.COM

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I SAY IT'S EASIER TO
ASK FORGIVENESS THAN
TO ASK PERMISSION .



S. Adams E-MAIL: SCOTTADAMS@AOL.COM

I SAY IT'S BETTER TO
SEEK PERMISSION ,
THUS DELAYING YOUR
PERSONAL RISK UNTIL
IT ALL BECOMES MOOT
IN THE NEXT REOR-
GANIZATION .



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THAT MAKES MINE
SOUND KINDA STUPID .



GET
OVER
IT .

ALTHOUGH I'M TECHNICALLY
THE "BOSS" I BELIEVE IT'S
MY JOB TO MAKE RESOURCES
AVAILABLE TO YOU, THE
COMMON EMPLOYEES.



S. Adams E-mail: SCOTTADAMS@AOL.COM

I NEED MORE
MONEY FOR
MY PROJECT.

SORRY.
ALL GONE.



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MAYBE I'LL GET
ON YOUR CALENDAR
SO WE CAN DISCUSS
IT.

I'VE GOT
TWENTY
MINUTES
NEXT
SUMMER.



35 INCH MONITOR,
20 MEGS OF RAM,
1.2 GIGABYTES OF
HARD DISK SPACE...



2-19

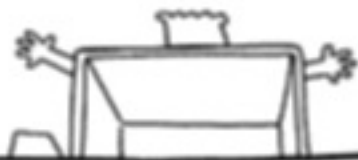
S. Adams E-Mail: SCOTTADAMS@AOL.COM

I FEEL A SONG
COMING ON.



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PEOPLE... WHO DON'T
NEED PEOPLE... ARE
THE HA-A-A-PPIEST PEOPLE.



Dilbert

By Scott Adams



HOW GREAT PRODUCTS ARE DESIGNED.

GO TALK TO MARKETING.

GROAN

DAVE, TELL ME WHAT MARKETING WANTS THE NEW PRODUCT TO DO.

IT HAS TO HAVE A 45-INCH SCREEN AND STILL FIT IN A PURSE OR A WALLET.

IT NEEDS TO ACT AS A COMMUNICATIONS SATELLITE AS WELL AS A ROOM FRESHENER.

UH

IT MUST CURE DEADLY DISEASES AND WHITEN YOUR TEETH WHILE YOU SLEEP!

HAHA!! AND IT HAS TO BE CAPABLE OF TIME TRAVEL!! AND HAVE A TELEPATHIC USER INTERFACE!

SLAP

I COULD WRITE A PROGRAM THAT MAKES FISH APPEAR ON THE COMPUTER SCREEN.

YEAH... A LOT OF PEOPLE WANT THAT.

THE LAYOFFS
WILL BE HANDLED
IN THE MOST
HUMANE WAY
POSSIBLE.



S. Adams E-Mail: SCOTT@ADAMS.GOD.COM

POW!

SHUT!



HOW LONG
DOES THE
TRANQUIL-
IZER LAST?

HE'LL WAKE
UP AT THE
UNEMPLOY-
MENT OFFICE.



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HERE'S YOUR
"BUZZWORD BINGO"
CARD FOR THE
MEETING .



2-22

5.10pm E-Mail: SCOTTADAM@AOL.COM

IF THE BOSS USES
A BUZZWORD ON
YOUR CARD, YOU
CHECK IT OFF. THE
OBJECTIVE IS TO FILL
A ROW .



YOU'RE ALL VERY
ATTENTIVE TODAY.
MY PROACTIVE
LEADERSHIP
MUST BE
WORKING!



BINGO,
SIR.

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WE'VE REACHED A NEW
LOW IN THE "POTLUCK
LUNCH" SIGN-UP.



5-Adams E-Mail: SCOTTADAMS@AOL.COM

TWELVE PEOPLE SIGNED
UP TO BRING BAGS
OF ICE AND ONE
PERSON IS BRINGING
SALT.



2-43

I NEED ONE
OF YOU TO
AT LEAST
BRING A
BEVERAGE.



PUT ME
DOWN FOR
ONE BAG OF
SPARKLING
MINERAL
WATER.



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5-Alpha E-MAIL: SCOTTADAMING@GMAIL.COM

WE WERE JUST
TALKING ABOUT
YOU, SIR ... IN
GLOWING TERMS.

2-27



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HE'S A
FLAMING
IDIOT.

ONE STICK
OF DYNA-
MITE - IT'S
ALL I ASK.



YOU'VE COMPLETELY
ELIMINATED THE
BUDGET FOR TECHNICAL
TRAINING!



I'M GETTING DUMBER
EVERY MINUTE. MY
BRAIN IS STARTING
TO SHRIVEL LIKE A
RAISIN!



2-45

GET OUT
OF MY
OFFICE.

EVEN MY
HAIR FEELS
DIFFERENT.



ACCORDING TO YOU, IF
I CUT YOUR BUDGET THE
WORLD WILL ABRUPTLY
STOP SPINNING AND
WE'LL BE FLUNG INTO
SPACE .



S. Adams E-Mail: SCOTTADAMS@aol.com

WHEREAS, THE RISK
OF CUTTING DILBERT'S
PROJECT IS "...A
PLAGUE OF LOCUSTS
O'ER THE LAND."



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I'LL CUT BOTH PROJECTS.
WITH ANY LUCK, WE'LL
FLING THE LOCUSTS
INTO SPACE .



Dilbert

By Scott Adams



I JUST READ THIS GREAT
BOOK ABOUT HOW TO
"REENGINEER" OUR
BUSINESS PROCESSES.



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EVERYBODY'S DOING
IT. WE'D BETTER
JUMP UNDER THE
BANDWAGON BEFORE
THE TRAIN LEAVES
THE STATION!
I'M PUTTING
YOU IN
CHARGE.



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IF YOU NEED ANY MAN-
AGEMENT SUPPORT YOU
KNOW WHERE TO GO.



REENGINEERING IS
SIMPLE . YOU START
BY QUESTIONING THE
EMPLOYEES WHO WOULD
GET FIRED IF
YOU SUCCEED.



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THEN YOU USE THAT
OBJECTIVE DATA
TO DESIGN A MORE
EFFICIENT BUSINESS
PROCESS .



3-4

SO... YOU SAY YOU USE
FLYING MONKEYS TO
DELIVER THE FINISHED
DESIGN ?



THEY'RE
VERY FAST .

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YOU SHOULD HIRE
ME AS YOUR PROCESS
REENGINEERING
CONSULTANT.



5-Adm-5 E-Mail: SCOTT@BAMBAOL.COM

I WOULD BE TOTALLY
OBJECTIVE ABOUT WHAT
JOBS TO ELIMINATE.
FRANKLY, I DON'T
CARE ABOUT ANY-
BODY AT YOUR
COMPANY!



3-2.

YOU'VE GOT THE RIGHT
ATTITUDE.



I THINK I'LL
WEAR A FLOWING
ROBE AND
SURROUND
MYSELF WITH
CHERUBS.



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HERE'S OUR PRELIMINARY RECOMMENDATION FOR RADICALLY REENGINEERING OUR BUSINESS PROCESSES



S. Adams E-Mail: SCOTTADAMS@aol.com

AAAGH!
COUGH
SPOIT!



BONK



HE COUGHED UP
HIS SKULL.



I'LL BET
THAT SMARTS.



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DO YOU REMEMBER
LAST ELECTION DAY...
AND HOW YOU
CONVINCED ME
TO NOT VOTE?



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YOU ARGUED THAT
SINCE WE DISAGREED
ON ALL ISSUES, WE
COULD BOTH STAY HOME
AND THE OUTCOME
WOULD BE THE SAME
AS IF WE
BOTH
VOTED.



DOGS CAN'T
VOTE!!



WELL, NOT
DIRECTLY.

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ACCORDING TO THIS,
A TECHNICAL DEGREE
BECOMES OBSOLETE
IN FIVE
YEARS.



DO YOU MIND? I'M
TRYING TO GET SOME
WORK DONE ON
THE ... UH ...



DOOHICKEY.

UH-OH.



Dilbert

By Scott Adams



HOW TO
REORGANIZE
FOR SUCCESS



PUT ALL YOUR DEADBEATS
AND WHINERS IN ONE
SUBGROUP.

WE DON'T WANT
TO BE A SUBGROUP



GIVE THEM A PROJECT
THAT DUPLICATES WORK
BEING DONE BY MORE
COMPETENT PEOPLE
ELSEWHERE IN THE
COMPANY.



SOON, THE MANAGER OF
THE COMPETENT PEOPLE
WILL FIND OUT YOU'RE
DUPLICATING HIS WORK.



HE'LL MAKE A PLAY TO
GET YOUR PROJECT UNDER
HIS CONTROL.

THEY SHOULD BE
TRANSFERRED TO
MY CONTROL.

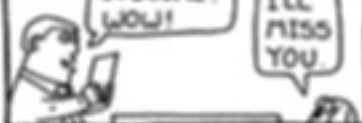
OSLO
BOSS



BEFORE YOU TRANSFER
THE DEADBEATS, GIVE
THEM HIGH PERFORMANCE
REVIEWS TO CONCEAL
YOUR TREACHERY.

GODLIKE?
WOW!

I'LL
MISS
YOU



IN TIME, THE MANAGER
WHO TOOK YOUR LOSERS
WILL FAIL, THUS
DECREASING COMPETITION
FOR PROMOTIONS.

AAIIII!



NEXT WEEK I'LL DISCUSS
TEAMWORK — THE
MANAGER'S OBSTACLE
TO SUCCESS.



WE IN ENGINEERING
THINK OF THE
MARKETING DEPART-
MENT AS OUR
CUSTOMER, FRED.



S. Adams E-Mail: SCOTTADAMS@aol.com

THAT'S GREAT. I'D
LIKE YOU TO DO A
TECHNICAL FEASI-
BILITY STUDY FOR
ME.

3-7



WOULD
THAT
REQUIRE
ANY
WORK?



I SAID
"CUSTOMER,"
NOT "BOSS."

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SUSAN, I WANT YOU
TO MAKE SOME BUDGET
CUTS THROUGHOUT MY
DEPARTMENT.

BUT I'M ONLY
THE BUDGET
ANALYST.

I COULDN'T POSSIBLY
UNDERSTAND ALL THE
ENGINEERING
PROJECTS ENOUGH
TO MAKE INTELLIGENT
CHOICES.

REALLY? GREAT!
I THOUGHT IT
WAS JUST
ME!

SHALL I
WHOMP UP
A STRATEGY
WHILE I'M
AT IT?

I CAN ASSURE YOU
THAT THE VALUE OF
THE AVERAGE
EMPLOYEE WILL
CONTINUE TO
INCREASE.



E-MAIL: SCOTTADAMING@AOL.COM

5/1/00

IS THAT BECAUSE
THERE WILL BE
LESS OF US, DOING
MORE WORK?



3-9

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I'M RIGHT,
AREN'T I?

EXCEPT FOR
THE "US"
PART.



THE COMPANY HAS
ANNOUNCED THERE
WILL BE NO RAISES
OR PROMOTIONS
THIS YEAR.



NOW, THERE'S A
MATHEMATICAL
CERTAINTY THAT
NO MATTER HOW
HARD YOU WORK,
INFLATION WILL MAKE
YOU
POORER.



I HATED THE
OLD WAY,
WITH ALL
THE UNCER-
TAINTY.

I'M NOT
JUST A
MANAGER,
I'M A
LEADER!



I'M TELLING YOU — IF
NOBODY GETS A RAISE,
HALF OF THE ENGINEERS
WILL QUIT!



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THAT'S THE GOAL.
WE'RE TRYING TO
REDUCE HEADCOUNT
BY FIFTY PERCENT.



2-11

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BUT ALL
THE SMART
PEOPLE
WILL
LEAVE!

WOULD YOU
MIND ORGAN-
IZING A
GOODBYE
POTLUCK
LUNCH FOR
THEM?



AT THE CURRENT RATE
OF INFLATION, WITH
NO RAISES OR PROMO-
TIONS . . .



OUR NET WORTH AT
RETIREMENT WILL
BE . . . A SHOPPING
CART FULL OF ALUMINUM
CANS .



WE'D
BETTER
DO SOME-
THING .



I'M GOING
SHOPPING
BEFORE ALL
THE GOOD
CARTS ARE
GONE .



Dilbert

By Scott Adams



DOGBERT'S BODY LANGUAGE UPDATE



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ARE YOU HAMPERED
BY THE LIMITS OF
CONVENTIONAL
BODY LANGUAGE?

I CAN
HELP.



HOW CAN YOU POLITELY TELL
SOMEBODY HE'S BABBLING?

BABBLE
BABBLE



REMOVE THE OFFENDER'S
WATCH WHILE HE
BABBLER.

BABBLE



SMASH THE WATCH WITH
YOUR DAILY PLANNER.

BABBLE



THIS WON'T STOP THE
BABBLE, BUT IT WILL
FEEL REAL GOOD FOR A
MINUTE.

BABBLE



USE THIS POSITION TO
SIGNAL YOUR SURRENDER
TO THE BABBLE.

BABBLE



NEXT WEEK: THE SELF-
HEIMLICH MANUEVER
AND THE KERVORKIAN
DODGE.

BABBLE



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ALL OF OUR PROJECTS
ARE FLOUNDERING. I
DECIDED ON A BOLD
NEW STRATEGY.



S. Adams E-MAIL: SCOTTADAMS@aol.com

LET ME GUESS. YOU'RE
GOING TO RANDOMLY
REORGANIZE THE DE-
PARTMENT...



3-19

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JUST
LIKE
LAST
MONTH.

YOU HAVE TO
ADMIT THAT'S
BOLD .



I'M CREATING A NEW
LAYER OF MANAGEMENT
SO I DON'T HAVE TO
TALK TO YOU IN
PERSON ANYMORE.



S. Adams E-Mail: SCOTTADAMS@aol.com

RICHARD IS YOUR NEW
BOSS. HE HAS AN
MBA FROM HARFURD
UNIVERSITY.



YOU MEAN
"HARVARD"
DON'T
YOU?



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WE'LL NEED A NAME
FOR THE NEWLY REOR-
GANIZED DEPARTMENT.



S. Adams E-Mail: SCOTTADAMS@aol.com

THE NAME SHOULD
REFLECT HOW I'VE
SEAMLESSLY INTEGRATED
ENGINEERING WITH
FOOD SERVICES AND
PROCUREMENT.



3-116

HOW ABOUT
"CHIPS AND
DIPS"?



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THESE CONSTANT
REORGANIZATIONS
DO NOT TAKE INTO
CONSIDERATION
THE NEEDS OF
THE EMPLOYEES.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

I'VE DECIDED TO USE YOU
FOR SPARE PARTS. YOUR
LIVER WILL BE SENT
TO JOSÉ IN ACCOUNT-
ING, IMMEDIATELY.



JOSÉ HAS A
BAD LIVER?



NO, BUT
WHY TAKE
A CHANCE?

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SOMETIMES I THINK
THESE CONSTANT REOR-
GANIZATIONS ARE JUST
EXCUSES FOR GETTING
RID OF UNWANTED
EMPLOYEES.



5-Adams-16 8-Mat SCOTTADAMINGAGILE.COM

WHAT JOB
DID YOU
END UP
WITH?



ORGAN
DONOR.



MY SHOULDER
IS ACTING
UP. DO I
TALK TO YOU
OR IS THERE
A FORM TO
FILL OUT?



I DON'T
THINK
THAT'S AN
"ORGAN."



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SUSAN, I'M REORGANIZING THE DEPARTMENT AGAIN. THE BUDGET YOU WORKED ON FOR MONTHS IS NOW WORTHLESS.



I THINK WHEN YOU HAVE BAD NEWS YOU SHOULD MAKE AN EFFORT TO BREAK IT GRADUALLY, MAYBE BUILD UP TO IT.



OH, THAT REMINDS ME: YOU'RE FIRED.



Dilbert

By Scott Adams



IT'S LOOKING FORWARD TO RETIREMENT



I CAN'T WAIT!
I'LL HAVE MY
TINY FIXED INCOME,
BARELY ENOUGH
TO SURVIVE!



... AND A NEW
HEALTH PROBLEM
ALMOST EVERY
DAY!



I'LL HAVE WRINKLES
EVERYWHERE, AND
I'LL ACTUALLY SHRINK!



HAHA! I'LL PRODUCE
NOTHING AND I'LL
COMPLAIN CONSTANTLY!



YOU'RE LOOKING
FORWARD TO ALL
THAT??



WELL... COMPARED
TO WORKING
HERE...



IT'S TIME
FOR THE
PRE-MEETING
MEETING ON
EMPLOYEE
PRODUC-
TIVITY

MMM...
FIXED
INCOME...
HEALTH
PROBLEMS



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HI , CHERYL . WOULD
YOU LIKE TO HAVE
LUNCH WITH ME NEXT
WEEK ?

S. Adams E-Mail: SCOTTADAMS@aol.com

I ... UH ...
ALREADY ATE
LUNCH . I'M
NOT HUNGRY .

I

I'M TALKING
ABOUT NEXT
WEEK !!

//

I DON'T THINK
I COULD HAVE
ANOTHER
BITE . ALL FULL .

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LUNCH? WITH
YOU? I'D LOVE
TO BUT ... UH...



I'M CLINICALLY DEAD.
WHAT YOU SEE ARE
MERELY THE LAST
INVOLUNTARY SPASMS
BEFORE I STIFFEN.



I HAVE A
HAND TRUCK.



THIS WAS
A VERY
BAD IDEA.



LISA, I WAS
WONDERING IF
YOU'D LIKE TO GO
OUT TO DINNER
SATURDAY
NIGHT.



5-Albums E-Mail SCOTT@AMERICAN.COM

UH... I HAVE TO WASH
MY HAIR SATURDAY.
HOW ABOUT HAVING
COFFEE HERE AT
WORK INSTEAD?

3-43



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I'LL PASS. I WAS
HOPING FOR SOMEONE
WITH CLEAN HAIR.



I'VE BECOME A
DOOMSDAY PROPHET
SO I CAN SCARE
GULLIBLE PEOPLE



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I'M TELLING EVERYONE
THE WORLD WILL END
IN YEAR 2000. MY
COMPELLING LOGIC IS
THAT 2000 IS A BIG
ROUND NUMBER.



IT'S
B-I-I-I-G
AND
R-O-O-UND

STOP
IT!!!



I'M PREDICTING THAT
THE WORLD WILL END
IN THE YEAR 2000.



THE CREATOR OF THE
UNIVERSE WORKS IN
MYSTERIOUS WAYS. BUT
HE USES A BASE TEN
COUNTING SYSTEM AND
LIKES ROUND NUMBERS.



SO YOU REALLY WANT TO
AVOID BEING , LET'S
SAY, IN MOBILE HOME
NUMBER 1,000,000 IN
THE YEAR 2000.

I'M FEELING
ANXIETY.

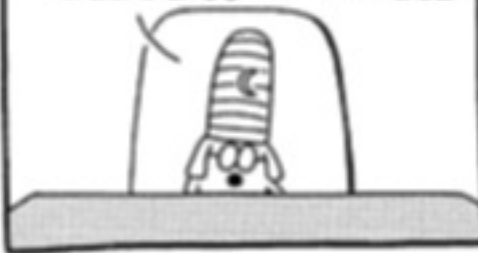


THE END OF THE WORLD
IS COMING IN YEAR
2000. THEREFORE, YOU
SHOULD GIVE ME YOUR
MONEY BEFORE IT'S
TOO LATE.



5. Adams E-Mail: SCOTTLANDMAGAZINE.COM

IT IS WRITTEN THAT
MONEY IS EVIL. I'LL
KEEP YOUR MONEY IN
DOGBERT'S SPECIAL
"EVIL-BE-GONE" DEVICE.



AND IT'S
COMPLETELY
DEDUCTIBLE
... FROM YOUR
SAVINGS.

SO I'M
ACTUALLY
MAKING
MONEY!



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Dibbert

By Scott Adams



I'M GETTING PERFORMANCE ANXIETY AT THE AUTOMATED TELLER MACHINE.

I FEEL THE IMPATIENT GLARE OF THE STRANGER BEHIND ME.

I TRY TO PROVE I'M COMPETENT BY SPEEDING THROUGH THE MENUS.

GOOD LORD, I HIT THE MANDARIN CHINESE LANGUAGE OPTION.

OH NO! I THINK I TRANSFERRED MY LIFE'S SAVINGS TO THE "UNITED WAY."

GREAT... NOW HIS EYEBALLS ARE STUCK TO THE BACK OF MY NECK.

THIS IS EXACTLY WHY I HATE GOING TO THE AUTOMATED TELLER.

I THINK A LITTLE "VISINE" WOULD MAKE HIM SLIDE RIGHT OFF.

THERE WAS A TIME I COULD AFFORD THAT...

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ZIMBU THE MONKEY
DESIGNED THREE
COMMERCIAL PRODUCTS
THIS WEEK! WE'D
BETTER FIND OUT
HIS SECRET.



3-28

S. Adams 8-Min SCOTTADAMING.COM

HE'S USING HIS
TAIL! HE HAS
A NATURAL
ADVANTAGE!



I FEEL
THE JAWS
OF EVOL-
UTION ON
MY
THROAT.

GOOD GRAVY!
DID YOU SEE
HIM CUT AND
PASTE?!

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WELL, WELL, IT LOOKS LIKE
ZIMBU HAS DESIGNED
ANOTHER COMMERCIALLY
VIABLE PRODUCT USING
ONLY HIS TAIL.



5. Adams E-Mail: SCOTTADAMS@aol.com

I COULD HAVE DONE
THAT... IF I HADN'T
ERASED MY HARD DRIVE
WHEN I INSTALLED MY
SECURITY SOFTWARE.



3-29

I DON'T PRODUCE MUCH,
BUT IT'S VERY SECURE.



HERE'S
ANOTHER
ONE.

ZIMBU, YOU'RE NOT
SUPPOSED TO USE YOUR
TAIL TO OPERATE THE
MOUSE.



IF TAILS WERE A NATURAL
ADVANTAGE FOR ENGINEERS
THEN EVOLUTION
WOULD PROVIDE US ALL
WITH TAILS!



DILBERT, I DON'T
BELIEVE YOU'VE MET
ROCKY, OUR NEW
C PROGRAMMER.



YOUR BIG MISTAKE,
EVOLUTION-WISE, WAS
INVENTING COMPUTERS
THAT ARE EASIER TO USE
IF YOU HAVE A TAIL.



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S. Adams

IT'S AN IRONIC TWIST
IN THE DARWINIAN
SAGA. YOU'VE GUARAN-
TEED THE EXTINC-
TION OF YOUR
OWN SPECIES.



STOP WORKING WHILE
I'M TALKING TO YOU,
ZIMBU!!



I CAN HEAR THE
EVOLUTIONARY
CLOCK... TICK-
TICK-TICK-TICK



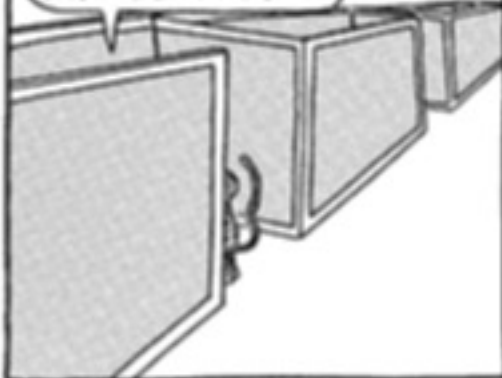
EVOLUTION FAVORS
MONKEYS. EVENTUALLY,
HUMANS WILL BE KEPT
IN CAGES AS
PETS



IMPOSSIBLE! WE
HUMANS WILL NEVER
ALLOW OURSELVES TO
BE TREATED LIKE THAT!



NOW GET OUT OF
MY CUBICLE!



WOULD YOU
LIKE SOME
CHICKEN,
BOB?

I TOLD YOU
I'M A
VEGETARIAN.
I EAT
VEGETABLES.

HOW ABOUT
FISH? DO
YOU EAT
FISH?

FISH ARE
NOT
VEGETABLES.

HOW
ABOUT
CLAMS?
DO YOU
EAT CLAMS?

NO, BUT
YOU'RE
STARTING
TO LOOK
GOOD.

S. Adams E-Mail: SCOTTADAMS@aol.com

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Dilbert

By Scott Adams



YOUR PERFORMANCE
THIS YEAR WAS
"FAIR."



BUT I'LL RAISE YOUR
APPRAISAL TO
"EXCELLENT" IF YOU'LL
EAT A BUG.



SAY
WHAT?

EAT A
BUG.



I DIDN'T HAVE MUCH
LUCK WITH THE OTHER
MANAGEMENT TECH-
NIQUES SO I'M KINDA
WINGING IT NOW.



DO I GET TO
PICK THE BUG?



IT'S WAY MORE
MOTIVATIONAL
IF I PICK THE
BUG.



HOW DID YOUR
EVALUATION GO?

"NEXT"

"NEXT"



DO I
GET A
BUN?

YOU GUYS
ARE NEVER
HAPPY.



THE ONLY WAY TO GET
AHEAD IN THIS COMPANY
IS BY GETTING PROMOTED
TO MANAGEMENT.



5 Adams E-MAIL: SCOTTADAMS@AOL.COM

I'M WILLING TO DO
WHATEVER IT TAKES
TO GET PROMOTED.
I WANT TO FOLLOW
IN YOUR FOOTSTEPS.



4-14

BUT I'M WONDERING IF
A LOBOTOMY IS ACTUALLY
NECESSARY.



NO, WE'LL JUST
RUN YOU
THROUGH
"QUALITY"
TRAINING.

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I WANT YOU TO TEACH
ME EVERYTHING YOU
KNOW ABOUT CORPORATE
POLITICS SO I CAN GET
PROMOTED TO YOUR
LEVEL.



S. Adams E-MAIL: SCOTTADAMS@aol.com

TO TRULY UNDERSTAND
OFFICE POLITICS YOU
MUST WEAR A
WASTE BASKET ON
YOUR HEAD FOR ONE
FULL DAY.



4-9

LATER

DOES
THIS
REALLY
WORK?



IT WORKS
FOR ME.



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IF YOU WANT TO
GET PROMOTED,
SAY BAD THINGS
ABOUT YOUR
CO-WORKERS SO
YOU LOOK BETTER
BY COMPARISON.



S. Adams E-Mail: SCOTTADAMS@aol.com

GEEZ, LISA, IT
LOOKS LIKE YOU'VE
BEEN HITTING
THE DONUTS PRETTY
HARD LATELY.



HEH-HEH... BIG
THINGS ARE
COMING MY WAY
SOON.



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DILBERT GETS POLITICAL

I'D LOVE TO HAVE
YOU AND ...
WHAT'S-HER-FACE
COME TO MY LITTLE
DINNER
PARTY.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

I LIKE TO DO A
LITTLE GOURMET
COOKING ... WHEN
I'M NOT RAISING
MONEY TO BATTLE
UNPOPULAR DISEASES.



4-7

IS IT JUST ME,
OR ARE THE
OTHER GUESTS
CRASH DUMMIES?

IT'S JUST
YOU.

SO, THEN
I...



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WHAT MAKES
THESE A
"VALUE"?

Value Priced
Lottery
Tickets

E-Mail: SCOTTADAMING@AOL.COM

5-Attends

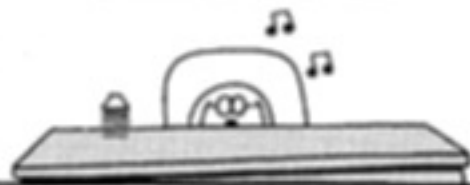
THEY'RE HALF THE
NORMAL PRICE,
AND YET THE
CHANCE OF
WINNING IS
ONLY ONE IN
TEN MILLION LESS.

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HEY! THIS
IS FOR
YESTER-
DAY'S
LOTTERY!

AND
YOUR
POINT
IS...?

Value Priced
Lottery
Tickets



S. Adams E-Mail: SCOTTADAMS@aol.com

I AM DRAWN BY THE
ALLURE OF FABULOUS
WEALTH AND A LIFE
OF HEDONISTIC
DELIGHT... ONE
PLEASE .



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THIS IS
DATED
YESTERDAY.

OOH, BAD
LUCK. TRY
AGAIN?



Dilbert

By Scott Adams



WHAT'S YOUR POSITION ON GUN OWNERSHIP, DOGBERT?



I BELIEVE EVERYBODY SHOULD HAVE THE RIGHT TO OWN GUNS.



WHAT ABOUT AUTOMATIC WEAPONS?

I'M ALL FOR THEM.



CITIZENS SHOULD HAVE BAZOOKAS AND ROCKET LAUNCHERS TOO.



I BELIEVE THAT ALL CITIZENS SHOULD HAVE THE WEAPONS OF THEIR CHOICE.



HOWEVER, I ALSO BELIEVE THAT ONLY I SHOULD HAVE AMMUNITION.



BECAUSE FRANKLY, I WOULDN'T TRUST THE REST OF YOU GOODERS WITH ANYTHING MORE DANGEROUS THAN STRING.



WHAT ABOUT CHARLTON HESTON?

I'D KEEP THE STRING AWAY FROM HIM.



OUR DEVICE
CONFORMS TO ALL
INTERNATIONAL
STANDARDS FOR
COMMUNICATIONS.



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IN OTHER WORDS,
IT DOESN'T DO
ANYTHING USEFUL
AND IT'S NOT YOUR
FAULT.



9-11

IS THERE
SOMEBODY
LESS
EXPERIENCED
I COULD
TALK TO?

DO YOU
HAVE MY
BOSS'S
NUMBER?



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I HIRED A WEASEL
TO HELP US WRITE
OUR BUSINESS CASE.



5. Akins E-mail SCOTTADAMING@GOL.COM

Whisper
Whisper



DID I SAY
WEASEL? I
MEANT MINK.



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TELL ME ABOUT YOUR
PROJECT AND I'LL
TRANSLATE IT INTO
WEASEL WORDS FOR
THE BUSINESS
CASE.



WELL... AN EXECUTIVE HAD
LUNCH WITH A VENDOR
AND COMMITTED TO BUY
SOME STUFF THAT DOESN'T
WORK. OUR JOB IS TO
COST-JUSTIFY THE
DECISION.



4-13

I
QUIT.

DON'T GET ALL
ETHICAL ON
US.



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S. Adams, E-mail: SCOTTADAMS@aol.com

I AGREED TO SHIP
PROJECT "DEWDROP"
TO SOME CUSTOMERS
FOR BETA TESTING.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

DIDN'T YOU READ MY
TEST REPORT? DEWDROP
EXPLODES WHEN YOU
PLUG IT IN.



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WE'LL LIMIT
THE BETA
TRIAL TO
FRIENDLY
CUSTOMERS.



WE KILLED
ALL THE
FRIENDLY
ONES WITH
PROJECT
"DUCKY."



YOU'VE GOT TO DELAY
THE BETA TRIAL WITH
CUSTOMERS UNTIL WE
FIGURE OUT WHY IT
KEEPS EXPLODING!



5-Agency E-Mail: SCOTT@MAGBOL.COM

YOU ENGINEERS ARE
SUCH PESSIMISTS.
JUST ONCE, TRY TO
FOCUS ON THE
POSITIVE ASPECTS
OF THE TRIAL!



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WE WON'T NEED
TO HASSLE WITH
"NON-DISCLOSURE
AGREEMENTS."



4-15

I'VE NEVER MINDED
PUTTING MAKEUP ON,
BUT IT'S A REAL BOTHER
TO TAKE IT OFF.



S. Adams E-Mail: SCOTTADAMS@aol.com

THAT SEEMS LIKE
A LOT OF WORK,
I MUST ADMIT.



4-16

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BUT I STILL
THINK IT'S
BETTER TO
REMOVE THE
OLD STUFF.



IT'S ONLY A
PROBLEM AT
THE BOWL-
ING ALLEY.



Dilbert

By Scott Adams



AS YOUR LEADER
IT'S MY JOB TO
PROVIDE A VISION.

BUT FRANKLY,
I'M NOT SEEING
ANYTHING.

HAVE ANOTHER
DONUT. SOMETIMES
THE SUGAR HELPS.

IT'S WORKING.
I'M GETTING
SOMETHING,
BUT IT'S
FUZZY.

QUICK! TRY
MY COFFEE!

OH YEAH, THERE
IT IS. OH-OH-
OH.

IT LOOKS LIKE I'LL
BE LIVING IN A
BIG HOUSE WITH
SERVANTS. AND
YOU'LL ALL GET
LAID
OFF.

THIS
VISION
THING IS
OVER-
RATED.

SO, DO YOU
HAVE A
GARDENER
LINED UP
YET?

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HERE'S THE PRESS
RELEASE ABOUT OUR
BID TO BUY "DSN"
FOR FIFTY BILLION
DOLLARS.



Salerno E-Mail: SCOTT@AMERICAN.COM

DSN IS THE HOLLYWOOD
STUDIO THAT PROVIDES
STATIC TO ALL THE
CHANNELS THAT WOULD
OTHERWISE BE BLANK.



4-18

THE "DOGBERT
STATIC NETWORK"?!!



TALK TO
ME, BABE.



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YOU CAN'T COPYRIGHT
THE STATIC ON BLANK
TV CHANNELS!

I ALREADY
DID.

YOU CAN'T LET MY
COMPANY PAY FIFTY
BILLION DOLLARS TO
BUY YOUR SO-CALLED
FILM LIBRARY.

I ALREADY
AM.

I MAY HAVE TO BLOW
THE WHISTLE ON THIS
LITTLE DEAL.

IT'LL HAVE TO
BE A NOSE
WHISTLE -- I
COPYRIGHTED
EVERYTHING
ELSE.

5-Albums E-Mail: SCOTTADAM@aol.com

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BAD NEWS SIR -- OUR
ARCH RIVALS ARE
OUT-BIDDING US FOR
CONTROL OF
DSN.



APPARENTLY THEY HAVE
EVEN LESS CREATIVE
INVESTMENT IDEAS
THAN WE DO.



4-20

QUICK! GIVE MORE
MONEY TO OUR
CONSULTANTS !!

THEY'RE
SPENDING
AS FAST AS
THEY CAN,
SIR!!



WE'LL GIVE YOU SIXTY
BILLION FOR THE
"DOGBERT STATIC NET-
WORK." HALF OF THAT
WILL BE STOCK IN OUR
COMPANY.



WHO WOULD WANT
STOCK IN A COMPANY
THAT WOULD PAY
SIXTY BILLION FOR
STATIC?



NOT US.
THAT'S
THE
POINT.



I'D LIKE
IT ALL IN
MERCURY
DIMS.



FROM NOW ON
YOU'LL BE
WORKING FULL
TIME ON OUR
TAKEOVER OF
DSN .



5/11/04 8:11 AM SCOTTADAMING.COM

YOU MUST ALSO
IDENTIFY ANY
UNNECESSARY JOBS
THAT CAN BE CUT
AFTER THE TAKEOVER.



4-42

THAT WOULD
BE THE PEOPLE
WHO WORKED
ON THE TAKE-
OVER



OOH, I
BROADCASTED
THAT MOVE.



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I PLAN TO USE MY NEW WEALTH TO BUILD AN AMUSEMENT PARK.



5. Adkins E-Mail: SCOTT@AMIGAZILL.COM

DOGBERTLAND WILL HAVE THRILLING RIDES LIKE "THE WEDGIE" AND I'LL HAVE A MAZE IN FRONT OF THE RESTROOMS.



THE CUSTOMERS WILL HATE THIS.

IF THEY WANT FUN THEY CAN BUILD THEIR OWN PARK.



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Dilbert

By Scott Adams



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QUANTITY... TWO SIDED
... REDUCED TO 98%...
COLLATED... WITH STAPLE
... PORTRAIT... TWO
COLORS ... DARKEN...
LEGAL SIZE PAPER...



THIS YEAR, INSTEAD OF
RAISES WE'RE GIVING
APPLIANCES.



S. Adams E-Mail: SCOTTADAMS@aol.com

HIGH PERFORMERS
COULD GET A COLOR
TELEVISION OR A
NEW 'FRIDGE.



19-1-2000

HE CALLED
IT A "LAVA
LAMP."

I CALL IT A
JAR OF OLD
MAYONNAISE.



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I WANT YOU TO HELP
ME UPGRADE THE
COMPUTER IN MY
OFFICE.



5-Alpha E-Mail: SCOTT@BAMBAE.COM

THE COMPUTER IN
YOUR OFFICE IS A
CARDBOARD PROP
THAT CAME WITH
YOUR DESK.



4-87 © 1994 United Feature Syndicate, Inc.

SO, I NEED
A NEW
MOTHER-
BOARD,
RIGHT?

NO, YOU
NEED A
NEW DESK.



TAKE CARE OF
THIS IMMEDIATELY.
IT'S YOUR TOP
PRIORITY.



44-AB

5 Adams 8 MAG SCOTTADAMSBALL.COM

TOP PRIORITY?? THIS
IS DATED LAST MONTH.
IT'S BEEN ON YOUR
DESK FOR WEEKS
AND NOW IT'S YOUR
TOP PRIORITY??



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I SAID IT'S
YOUR TOP
PRIORITY.
I STILL
DON'T CARE
ABOUT IT.



WELL...
OKAY
THEN.



THP.P-P.P.P

I CAN'T HEAR
YOU! LA-LA-
LA-LA-HM-
HM-LA-LA

HE'S RIGHT!
IT IS JUST
LIKE A
LITTLE
FORT!!

FRIDAY
MEETINGS

IF WE KNOW OUR SENIOR
EXECUTIVE IS MAKING A
BAD DECISION, SHOULDN'T
WE TELL HER?



S. Adams E-Mail: SCOTTADAMS@aol.com

HMM, YES. LET'S END
OUR CAREERS BY
CHALLENGING A
DECISION THAT WON'T
CHANGE. THAT'S A
GREAT IDEA.



I'M GETTING
MIXED SIGNALS
HERE.

AND LET'S PULL
OUR NECKTIES
UNTIL IT
HURTS!

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Dilbert

By Scott Adams



THANK YOU ALL FOR COMING TO OUR ENGINEERING QUALITY TEAM MEETING.

TODAY WE'LL TRY TO IDENTIFY THE ROOT CAUSE OF OUR SLOW DESIGN PROCESS.

LET ME TAKE SOME WILD GUESSES HERE.

MANAGEMENT KEEPS INCREASING OUR WORK AND CUTTING OUR STAFF.

WE SPEND ALL OUR TIME GIVING STATUS REPORTS TO UNNECESSARY LAYERS OF MANAGEMENT!!

NOW WE'RE HAVING ALL-DAY MEETINGS TO TALK ABOUT OUR INEFFICIENCY!!

I WAS KINDA HOPING FOR SOMETHING THAT ISN'T ANYBODY'S FAULT.

OUR COMPUTERS ARE TOO SLOW. WE NEED NEW ONES.

NOW WE'RE GETTING SOMEPLACE.

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WE COULD HAVE OUR
NEXT ALL-DAY STAFF
MEETING AT MY
HOUSE.



S-A-1005 E-Mail: SCOTT@AMERICAN.COM



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DO YOU
HAVE
ACTUAL
FURNI-
TURE?



HOW FOOLISH OF YOU
TO HOST THE ALL-DAY
STAFF MEETING AT
YOUR HOUSE.



LET'S FORM SUB-TEAMS TO
BE MORE EFFICIENT. TED
WILL DO ACCIDENTAL
SPILLS. ALICE, YOU
CRITIQUE THE DECOR. I'LL
BE A FLOATER.



KITCHEN,
SHODDILY
DONE...

I SPILLED
MAYONNAISE
ON THE WALL.

WHERE'S
THE BATH-
ROOM?



THE STAFF MEETING AT
DILBERT'S HOUSE ENDS

I GUESS WE'RE DONE
ABUSING YOUR
TASTELESS
HOVEL.



S. Adams E-mail: SCOTTADAMS@aol.com

IT WAS SOMEWHAT
DIM-WITTED OF YOU
TO INVITE US TO YOUR
HOUSE. LET'S
DO IT AGAIN
REAL SOON.



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I WONDERED
IF I'D EVER GET
TO USE MY
"COPS ARE
WUSSES"
BUMPER-
STICKERS.



WE DON'T KNOW WHAT
THE PRODUCT SHOULD
DO OR WHO WOULD
USE IT.



S. Adams E-Mail: SCOTTADAMS@aol.com

BUT IF YOU COULD
TELL US WHAT IT
COSTS TO BUILD IT,
WE'LL FIGURE OUT
THE REST LATER.



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WHAT
YEAR
DO YOU
PLAN TO
SELL IT?



WHAT AM
I — PSYCHIC
OR SOME-
THING??



MY USER
REPRESENT-
ATIVE IS THE
STUPIDEST...



NO WAY!
MY USER
IS THE
STUPIDEST.



S. Adams E-Mail: SCOTTADAMS@aol.com

OH YEAH?! LET'S HAVE
A LITTLE WAGER. GO
GET YOUR USER AND
I'LL GET MINE!



YOU'RE
ON!



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HAVE
ANOTHER
SCONE,
TOM.



YOU'RE RIGHT.
THEY DO LOOK
JUST LIKE
STYROFOAM
CUPS.

IT'S A NEW
PARADIGM.



I'M GOING TO SEEK RELIEF
FROM MY MANY WOES
BY SHARING THEM WITH
YOU.



© Adams E-MAIL: SCOTTADAMS@aol.com

MY ENTIRE FAMILY
IS IN A COMA... THE
CAT ATE MY WEDDING
RING... THE IRS IS
AUDITING US... MY
BOSS MADE A PASS AT
ME...



9-7

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IT ISN'T WORKING. YOU
AREN'T ABSORBING MY
WOES.



I'M WEARING
ANTI-WOE
COLOGNE.



Dinbert

By Scott Adams



BOB THE DINOSAUR

GIVES WEDGIES TO
CORPORATE PEOPLE
WHO DESERVE IT

BUDGET ANALYST

I DON'T UNDER-
STAND ANY OF OUR
PROJECTS. SO I
CUT THE ONES WITH
"E" IN
THEIR NAMES

WHAT
WAS
THAT
LETTER?

EEEE!

ENGINEERS

WE DOUBLED
OUR COSTS,
TO ADD
BACK-UP
SYSTEMS.

YOU CAN'T
BE TOO
CAREFUL.

TWO AT ONCE, IN
CASE ONE ENJOYS
IT!

MARKETING GENIUS

MARKET
SEGMENTATION
IS THE KEY.

DON'T IMPROVE
THE PRODUCT, JUST
FIND DUMBER
CUSTOMERS!

SENIOR MANAGEMENT

THESE GUYS
KNOW HOW
TO DELEGATE!

YOU'RE
THE NEW
VP OF
WEDGIES

THE DOGBERT
CONSULTING COMPANY
WILL PLOT A NEW
COURSE FOR YOUR
BUSINESS.



S. Albers E-Mail: SCOTT@ADVENTAGE.COM

MY CONSULTANTS ARE
SO SMART THAT THEIR
BRAINS DON'T FIT IN
THEIR HEADS. THEY
HAVE TO STRAP THE
EXTRA BRAINS TO THEIR
TORSOS.



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WHY DO
I NEED A
PIECE OF
LIVER
STRAPPED
TO MY
TORSO?

I GOT A
LITTLE
CARRIED
AWAY AT
THE PITCH
MEETING.



RATBERT THE CONSULTANT

IT TAKES MORE THAN
A BRILLIANT ANALYTICAL
MIND TO BE A
BUSINESS CONSULTANT.



YOU ALSO NEED TO BE
ARROGANT AND
SOCIALLY DYSFUNCTIONAL.



DOES ANYBODY KNOW
WHY A CONSULTANT WAS
BROUGHT IN TO DO YOUR
THINKING? ANYBODY?
ANYBODY?



I'M THE PROJECT LEADER
FOR THE DOGBERT
CONSULTING COMPANY.
YOU SIMPLE EMPLOYEES
SHALL DO MY
BIDDING.



S. Adams E-mail: SCOTTADAMS@aol.com

I'LL BE SENDING YOU
ON AN ENDLESS
VARIETY OF DATA-
GATHERING EXPEDI-
TIONS. THAT WILL
KEEP YOU BUSY WHILE
I DO THE THINKING.



BY THE WAY,
THIS MAY LOOK
LIKE A SLAB
OF LIVER BUT
IT'S AN EXTER-
NAL BRAIN
PACK.



MY CAREER
JUST REACH-
ED AN
ALL TIME
LOW.

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RATBERT THE CONSULTANT

IT LOOKS LIKE YOU'VE
ALL DONE YOUR
ASSIGNMENTS FOR
ME.



YOUR INPUT IS SO
IMPORTANT THAT I'LL
HAVE IT PUT IN A BIG
BINDER AND STORED
IN THE SAME BUILDING
THAT YOUR
PRESIDENT WORKS!



AND I'LL PUT IN
A GOOD WORD
FOR YOU WHEN
I MEET WITH
YOUR BOSS
LATER TODAY.



HOW
ABOUT
TWO GOOD
WORDS?

WHEN I HIRED THE
"DOGBERT CONSULTING
COMPANY" HE SAID HIS
CONSULTANTS WERE SO
SMART THEY HAD TO WRAP
THEIR BRAINS AROUND
THEIR TORSOS.



BUT THAT LOOKS
LIKE A SLAB OF
LIVER.



THIS SLAB
OF LIVER
HAS AN
MBA FROM
HARVARD,
YOU POINTY-
HAIR FOOL!!



WOW, YOU
GUYS ARE
GOOD
DEBATERS.



HERE'S MY FINAL
CONSULTING REPORT
ON YOUR COMPANY.



5-11

S. Adams E-MAIL: SCOTTADAMS@aol.com

I'VE LISTED ALL THE
DEADWEIGHT
EMPLOYEES WHO
SHOULD BE FIRED.



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THIS IS THE
COMPANY
DIRECTORY.

FINDING THAT
WAS A HUGE
TIME-SAVER.



Dilbert

By Scott Adams



HI, GUYS. HOW
ARE YOUR
FAMILIES?



WHY ARE YOU
PRETENDING TO
BE INTERESTED
IN OUR PERSONAL
LIVES?

IT'S A MANAGEMENT
TECHNIQUE TO
INCREASE YOUR JOB
SATISFACTION
WITHOUT GIVING
YOU MORE MONEY.

MY PLAN IS TO BOOST
YOUR INTANGIBLE
BENEFITS WHILE
CONTINUING TO CHISEL
AWAY AT YOUR
SALARIES.

BUT ENOUGH ABOUT
ME... HOW ARE
THOSE FAMILIES
OF YOURS?

MY WIFE
DIVORCED
ME BECAUSE
YOU MAKE
ME WORK
SO MANY
HOURS.

THIS JOB
LOWERS MY
SELF-ESTEEM
TOO MUCH
TO ATTRACT
A MATE.

TELL THEM
I SAID "HI."

I'M PUTTING YOU IN
CHARGE OF AN IMPORTANT
PROJECT WHICH IS
FULLY FUNDED.



S. Adams E-MAIL SCOTTADAMS@aol.com

I'M A MARKED MAN.
THE OTHER EMPLOYEES
WILL EITHER TRY TO
SUCK UP TO ME FOR
MONEY OR THROW
BRICKS AT ME. BUDDY!



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THE TRICK IS TO
KEEP A PROTECTIVE
RING OF SUCK-UPS
AROUND AT ALL
TIMES.



THANK YOU ALL FOR
COMING TO THE
PROJECT KICK-OFF
MEETING.



AS PROJECT MANAGER
I'VE DECIDED TO NOT
TELL YOU THE PURPOSE
OF THE PROJECT. THAT
WAY IT WILL BE
HARDER FOR YOU TO
SABOTAGE
IT.



DOES IT
REQUIRE
ANY SUPER-
FAST MICRO-
CHIPS?



GOOD LORD,
NO. DON'T
BUILD ANY
OF THOSE...
BY TUESDAY.



WALLY, WOULD YOU LIKE
TO BE ON MY "TTP"
PROJECT?

WHAT DOES
"TTP" STAND
FOR?



S. Adams E-MAIL: SCOTTADAMS@aol.com

IT'S SHORT FOR
THE TTP PROJECT.



5-19

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I NAMED IT
MYSELF...
SO, DO YOU
WANT TO
JOIN?



I'D RATHER
BE YOUR
ARCH
NEMESIS.



YOUR DEPARTMENT HAS A REPUTATION FOR BEING DIFFICULT TO WORK WITH. BUT I KNOW WE CAN COOPERATE TO MAKE MY PROJECT A SUCCESS.



E-Mail: SCOTT@DANMAGILL.COM

© Adams

I'D LOVE TO HELP BUT MY HEAD IS FULL OF BIRDSEED AND MY PANTS ARE GLUED TO THIS CHAIR.



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I'LL TALK TO YOUR BOSS.



GOOD LUCK. HE'S A SOAP CARVING.



HOW'S YOUR
PROJECT
COMING
ALONG?



S. Adams, E-Mail: SCOTTADAMS@aol.com

IT'S UNDER-FUNDED
AND DOOMED. BUT
I'VE GOT SOME GOOD
INERTIA GOING AND
I'M SETTING THE
MARKETING DEPARTMENT
UP TO TAKE
THE BLAME.

9-20



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I FEEL
LIKE I
SHOULD
BE DOING
SOMETHING
HERE.



I'VE GOT YOU
PLANNED TO
MAKE AN
UNINFORMED
DECISION
NEXT WEEK.



WE JUST HAD A MEETING AND DECIDED TO CHANGE YOUR PROJECT SUBSTANTIALLY.



S. Adams E-Mail: SCOTTADAMS@aol.com

WE DIDN'T INVITE YOU TO THE MEETING BECAUSE THINGS GO SMOOTHER WHEN NOBODY HAS ANY ACTUAL KNOWLEDGE.



9-41

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SO, WHAT ARE THE CHANGES?

IF I REMEMBER I'LL LEAVE YOU A VOICE MAIL.



Dilbert

By Scott Adams



LET'S SPEND THE NEXT FOUR HOURS REVIEWING THE PROJECT PLAN.

I'VE DETAILED EVERY RESOURCE, TASK AND DEPENDENCY INTO AN EXQUISITELY ACCURATE ROAD MAP.

IT TOOK ME TWO WEEKS, BUT IT'S THE ONLY WAY TO MAKE SURE WE'RE NOT WASTING TIME.

MY TASKS ARE TWO WEEKS LATE BECAUSE I WAS WAITING FOR YOUR INPUT.

AND YOU LEFT OFF ONE TASK, SO ALL THE DEPENDENCIES ARE WRONG.

I'M CHANGING ALL OF MY ESTIMATES TO "TO BE DETERMINED"

CAN WE DO THAT? I'VE BEEN USING RANDOM NUMBERS.

I'LL HAVE TO REDO THE WHOLE PLAN.

DON'T WORRY WE WON'T DO ANYTHING UNTIL WE HEAR FROM YOU.

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DID YOU REMEMBER WHAT
THE STEERING COMMITTEE
DECIDED ABOUT MY
PROJECT?

NOPE.

YOU'D BETTER CALL A
MEETING WITH ALL
THE DEPARTMENT
HEADS. THEIR ORDERS
WILL OVERRIDE THE
STEERING COMMITTEE
AND MAKE IT A MOOT
POINT.

IT WILL TAKE MONTHS
TO GET ON ALL OF THEIR
CALENDARS.

AND DON'T
INVITE YOUR-
SELF. IT'S FOR
LEADERS
ONLY.

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E-Mail: SCOTTADAMING@AOL.COM

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I WAS JUST READING
YOUR PROJECT STATUS
REPORT.



S. Adams E-Mail: SCOTTADAMS@aol.com

YOU SAY THE PROJECT
IS DELAYED "DUE TO
THE ONGOING BUNGLING
OF A CLUELESS, POINTY-
HAIR INDIVIDUAL."



5-29

INSTEAD OF SAYING
"DUE TO," IT WOULD
READ BETTER AS
"FACILITATED BY."



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I'M CANCELING YOUR PROJECT SO I CAN GIVE YOUR FUNDING TO A PROJECT THAT HAS A MUCH COOLER ACRONYM.



HA! THE JOKE'S ON YOU! I ANTICIPATED THIS MOVE FROM THE BEGINNING AND HAVE DONE NOTHING BUT CARRY EMPTY BINDERS FOR WEEKS!



BEING GOOD AT YOUR JOB IS LESS FULFILLING THAN YOU MIGHT THINK, DOGBERT.



5-ALBES E-MAIL: SCOTT@BINGADOL.COM

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WHY IS THAT THING
CALLED A MOUSE AND
NOT A RAT?

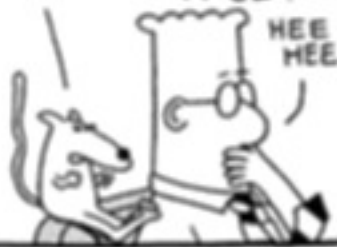


AT THE RISK OF BEING
LABELLED, QUOTE,
POLITICALLY CORRECT,
UNQUOTE, I MUST
OBJECT.



I DEMAND
TO HAVE
SOMETHING
NAMED IN
MY HONOR!

WHAT
ABOUT THE
"SCUZZY"
INTER-
FACE?



J. Adams E-Mail: SCOTT@DANIEL.COM

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FROM NOW ON, BOB
PLEASE REFER TO ME
AS A "RATTUS," NOT
BY THE DIMINUTIVE
TERM "RAT."



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FRANKLY, I'VE NEVER
THOUGHT OF FOLKS LIKE
YOU IN TERMS OF YOUR
GENUS. I SEE YOU AS
PART OF A LARGER
COMMUNITY.

REALLY?



YEAH — THE COMMUNITY
OF THINGS THAT GO
"SQUEAK" WHEN I
STEP ON THEM.

THAT'S SO
FUNNY I
FORGOT TO
LAUGH.



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FROM NOW ON, I PREFER
THAT YOU NOT REFER TO
MY GENUS BY THE
DEROGATORY WORD
"RAT."



S. Adams E-Mail: SCOTTADAMS@aol.com

THE CORRECT WORD IS
"RATTUS." IT IS THE
RIGHT OF ANY GROUP
TO DEFINE ITS OWN
NAME. YOU MUST
RESPECT THAT.



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DON'T CALL ME A DOG
ANY MORE. FROM NOW
ON MY CORRECT NAME
IS "SMARTER-THAN-A-
STUPID-RATTUS."



Dilbert

By Scott Adams



WALLY, I'M PROMOTING YOU TO DIRECTOR OF THE ENGINEERING QUALITY GROUP!



YES!



WAIT A MINUTE. I THOUGHT YOU WERE GOING TO ELIMINATE THAT GROUP.



YOUR ASSIGNMENT IS TO FIRE THEM ALL.



AAAGH! THAT WILL BE HORRIBLE!



AND WHEN I'M DONE YOU WON'T NEED A DIRECTOR. THEN YOU'LL FIRE ME!



YOU HAVE MY WORD THAT I WILL NOT FIRE YOU.



HI, GUYS.

THAT WOULD BE A JOB FOR EXECUTIVE DIRECTOR DILBERT.



I RECENTLY RECEIVED
THIS ANGRY LETTER
FROM A MISTER "DORK."



MR. DORK INFORMS ME
THAT THE MANY PEOPLE
SURNAMED DORK ARE
NOT AMUSED THAT I
ONCE USED THE WORD
"DORKAGE." HE
DEMANDS AN APOLOGY.



I APOLOGIZE TO
ALL THE DORKS
WHO WERE
OFFENDED. I
HOPE WE CAN PUT
THIS BEHIND US.



DILBERT, I'M SENDING
YOU TO "DIVERSITY
SENSITIVITY" TRAIN-
ING.



ALICE DOESN'T HAVE TO
GO BECAUSE CHICKS
ARE BORN ALREADY
KNOWING THIS STUFF.
IT'S AS NATURAL AS
SHOPPING AND CRYING.



CAN I GET
A "MIDOL"
FOR EITHER
ONE OF
YOU?



I CAN'T BELIEVE WE
HAVE TO GO TO
"DIVERSITY SENSITIV-
ITY" TRAINING.



WALLY, I DON'T SEE
HOW IT COULD BE
BAD TO SEEK A
BETTER UNDERSTAND-
ING OF OTHERS.



UH-OH



TAKE A SEAT
IN THE
"DUMPY WHITE
GUY SECTION."
I'M READY TO
START.



IN "DIVERSITY
SENSITIVITY" TRAINING
YOU WILL LEARN TO
RESPECT THOSE WHO ARE
DIFFERENT.



5-Adams E-Mail: SCOTT@ADAMS401.COM

PEOPLE
BASICALLY
FALL INTO
THESE
FOUR
GROUPS.



UGLY SMART	CUTE SMART
UGLY STUPID	CUTE STUPID

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THIS IS
DIFFERENT
THAN I
EXPECTED.



I NOTICE
THAT ALL
OF YOU
ARE IN
THIS BOX
HERE.



IN THIS SENSITIVITY
EXERCISE, CLOSE YOUR
EYES AND IMAGINE
HOW IT FEELS TO BE A
WOMAN.



PEOPLE ACKNOWLEDGE
MY EXISTENCE. THEY
SMILE FOR NO REASON
AND HOLD THE
DOOR OPEN.
I'M... I'M
POPULAR.



I CAN'T
FIND MY
KEYS.

I'M NEVER GOING
BACK. I CAN'T.
I WON'T.

MY BLOUSE
FALLS TO
THE FLOOR...

BREAK!
BREAK!



YOU'VE GOT INFLATION
EATING YOU FROM THE
BOTTOM... AND NO REAL
OPPORTUNITY FOR A
PROMOTION.



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AND AS LONG AS ALL
THE OTHER COMPANIES
ARE DOWNSIZING
TOO, YOU HAVE NO
LEVERAGE. I CAN
GET AWAY WITH
ANY-
THING!



I MISS THE
EIGHTIES.

DOES
THIS
HURT?



Dilbert

By Scott Adams



FROM NOW ON, ANY
ENGINEER CAN SHUT
DOWN OUR FACTORY
FOR ANY REASON.



LATER WE'LL FILM A
COMMERCIAL ABOUT
HOW ETHICAL AND
EMPOWERED YOU ARE



HA! GIVE ME A
RAISE, TUBBY.
OR THE FACTORY'S
GOING DOWN!!



YOU CAN'T SHUT IT
DOWN; I'M SHUTTING
IT DOWN UNTIL
MORE WOMEN ARE
IN TOP MANAGEMENT!!



I'D LIKE TO SHUT IT
DOWN FOR A DAY,
JUST AS AN EGO
BOOSTER. IS TUESDAY
GOOD?



DIDN'T ANY OF YOU
HEAR THAT THERE'S
AN ENDANGERED
BIRD LIVING IN
THE PARKING LOT??



I THINK
I PARKED
ON IT
THIS
MORNING.



CAN WE
GET BACK
TO THE
POINT?

IS BOB IN HIS
OFFICE?



S. Aydin's E-Mail: SCOTTADAMBRADY.COM

SINCE BOB'S OFFICE IS
ALL OF TWENTY FEET
AWAY, I'LL HAVE TO USE
MY PSYCHIC POWERS
TO DETERMINE THE
ANSWER.



I COULD
GO LOOK.



BOB HATES
YOU. HE
SECRETLY
WISHES YOU'D
CHOKE ON A
DONUT.



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THIS DESKTOP VIDEO
CONFERENCE THING
IS GREAT!



5-Adams 8-Mid SCOTTADAMS@aol.com

EVEN THOUGH YOU'RE
TELECOMMUTING,
YOU STILL MAINTAIN
A LEVEL OF
PROFESSIONALISM.



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LET'S SHARE A
DOCUMENT NEXT
TIME.



I SAW THE CODE FOR
YOUR COMPUTER
PROGRAM YESTERDAY.

IT LOOKED EASY. IT'S
JUST A BUNCH OF TYPING,
AND HALF OF THE WORDS
WERE SPELLED
WRONG.

AND DON'T
GET ME
STARTED
ABOUT
YOUR OVER-
USE OF
COLONS.

THEY
REMINDE
ME OF
YOU, SIR.

IF I START THE PROJECT
TODAY AND WORK
NIGHTS AND WEEKENDS
IT WILL TAKE ... OH,
SIX MONTHS.



S. Adams E-Mail: SCOTTADAMS@aol.com

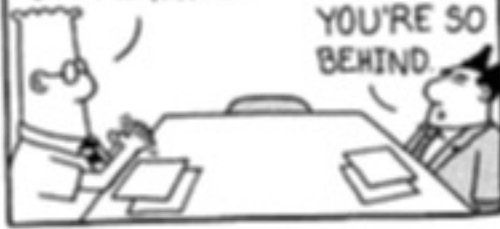
IT HAS TO BE DONE
IN ONE MONTH SO
WE CAN SHOW IT TO
OUR VP ON HER
ANNUAL VISIT.



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I HAVE TO KNOW;
DOES IT EVEN
CROSS YOUR
MIND TO
HANDLE THIS
DIFFERENTLY?

I'LL NEED
DAILY
STATUS
REPORTS
ON WHY
YOU'RE SO
BEHIND.



I'VE NEVER SEEN YOU
DO ANY REAL WORK
AROUND HERE, IRV.
HOW DO YOU GET AWAY
WITH IT?



I WROTE THE CODE FOR
OUR ACCOUNTING
SYSTEM BACK IN THE
MID-EIGHTIES. IT'S
A MILLION LINES OF
UNDOCUMENTED
SPAGHETTI
LOGIC.



IT'S THE
HOLY
GRAIL OF
TECHNOLOGY!!

YOU BOYS
MAY FIND A
LITTLE EXTRA
IN YOUR
ENVELOPES
THIS MONTH.



I WISH I WERE
SMART LIKE YOU.
THEN I'D GET
SOME RESPECT.



S. Adams E-Mail: SCOTTADAMS@aol.com

WE'RE ALL SMART IN
DIFFERENT WAYS. YOUR
SPECIAL GIFT MAY BE
CREATIVITY, A TALENT,
OR EVEN THE ABILITY
TO LOVE.



6-11

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I CAN BURP MY
CHEEKS FULL... URP:*

I'D GO WITH
THAT IF I
WERE YOU.



Dilbert

By Scott Adams



MY NAME IS RATBERT.
I FEAR THE INFORMATION
SUPERHIGHWAY.

LIKE MOST OF YOU,
MY PROBLEM STARTED
BECAUSE I NEVER
LEARNED TO TYPE.

I THOUGHT ONLY
SECRETARIES
NEEDED TO TYPE.

THEN THE COMPUTERS
CAME. AT FIRST I
DISMISSED THEM AS
MERE TOYS FOR MEN
WITH NO SOCIAL SKILLS.

SOON THEY WERE
EVERYWHERE.

I WOULD INVENT
ELABORATE EXCUSES
TO AVOID COMPUTERS.
I WAS CAUGHT IN MY
OWN WEB OF DECEP-
TION!

THIS IS "ALCOHOLICS
ANONYMOUS."

I DIDN'T
INTERRUPT
YOU.

CAN WE
TALK
ABOUT ME
NOW?

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EMERGENCY
ASSIGNMENT!!
URGENT! URGENT!



IT'S ONLY CRITICAL
BECAUSE EVERYTHING
SITS ON YOUR DESK
UNTIL IT EITHER
BECOMES MOOT OR
A CRISIS.



FROM NOW ON, I'M
GIVING HIM THE
MOOTS.



THE COMPANY CARES
DEEPLY ABOUT THE EFFECTS
OF LONG HOURS AND
STRESS ON THE WORKERS.



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E-MAIL: SCOTTADAMING@AOL.COM

SO THEY'RE PAYING
NEARLY \$200 TO HAVE
AN EXPERT ON STRESS-
REDUCTION GIVE A
TALK DURING LUNCH.



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JUST WHEN YOU
THINK THEY DON'T
CARE, SOMETHING
LIKE THIS
COMES ALONG.



I JOINED THE
CITY SOCCER
LEAGUE.



I'VE NEVER PLAYED,
BUT AS AN ENGINEER
I HAVE A NATURAL
INSTINCT FOR BALL
TRAJECTORY AND
PASSING
ANGLES.



WHERE
DOES
THE
TEAM
PLAY?



COACH DOESN'T
WANT TO RUIN
MY CONCENTRA-
TION BY TELL-
ING ME



DILBERT, YOU'LL BE
PLAYING THE LEFT
STRIKER POSITION.



ONE OF OUR GOOD
PLAYERS WILL TRY
TO STRIKE YOU IN THE
HEAD WITH THE BALL
AND BANK IT IN THE
GOAL.



I'D BETTER
TAKE OFF
MY GLASSES.



NO, DON'T.
I INCLUDED
THEIR DAMP-
ENING EFFECT
IN MY
CALCULATIONS.





5. After 5:00 PM SCOTTADAMING.COM



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GEE, I'VE
SCORED
FIVE GOALS
THAT WAY

YOU'VE
GOT A
GOOD
HEAD FOR
THIS GAME.

LIZ, I NOTICED YOU'RE
NOT WEARING A RING.
WOULD YOU LIKE TO GO
FOR A PIZZA AFTER
THE GAME?



OH, I DO HAVE A
RING. IT'S SO BIG
I CAN'T WEAR IT.
A TEAM OF EUNUCHS
FOLLOWS ME AROUND
WITH IT IN A SPECIAL
VAN.



FLOP-
SWEAT
TIME.



YOU'RE
GULLIBLE.
I LIKE
THAT.

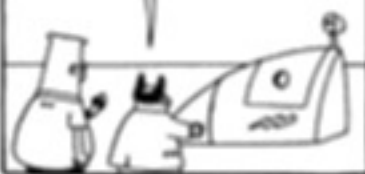


Dilbert

By Scott Adams



HERE'S YOUR NEW
CUBICLE: THE
"CUBORG 2000."



IT'S A SELF-SUFFICIENT
WORK SPACE AND
LIFE-SUPPORT SYSTEM!



THESE TUBES ATTACH
TO VARIOUS PARTS OF
YOUR BODY SO YOU
NEVER HAVE TO
LEAVE.



"VARIOUS
PARTS"?



LET'S JUST SAY YOU
DON'T WANT TO GET
THESE TWO TUBES
MIXED UP.



WE'LL MONITOR YOUR
VITAL SIGNS FROM
A CENTRAL LOCATION

THE COMPANY
NURSE?



NO, THE HUMAN
RESOURCES DEPARTMENT,
IN CASE WE HAVE TO
DO SOME EMERGENCY
HIRING



IS IT UPGRADE-
ABLE?

YEAH, THE
CUBORG 3000
IS EXPECTED
TO HAVE AIR
HOLES.



WE'VE NEVER NEEDED A CORPORATE HEAD-HUNTER BEFORE, BUT NOW IT'S THE ONLY WAY TO SOLVE OUR STAFFING PROBLEM.



5. Adams E-Mail: SCOTTEADAMS@AOL.COM

ARE YOU AWARE THAT HEADHUNTERS FIND NEW EMPLOYEES? WE DON'T BEHEAD THE ONES YOU ALREADY HAVE.



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I DON'T SUPPOSE YOU'D BE FLEXIBLE...

I COULD FIND A DISGRUNTLED EX-POST OFFICE EMPLOYEE FOR YOU.



HELLO, THIS IS
DOGBERT'S PROFES-
SIONAL HEADHUNTING
SERVICE.



I FIND JOBS FOR THE
MOST TALENTED TECH-
NICAL PROFESSIONALS.
SEVERAL PEOPLE
MENTIONED YOUR
NAME.



SO, IS IT TRUE
THEY'LL BE LOOKING
FOR SOMEBODY
TO FILL YOUR
JOB SOON?
HELLO?



DOGBERT THE HEADHUNTER

THE JOB PAYS
A HUNDRED
THOUSAND.



BUT YOU'LL HAVE TO
MOVE TO A PLACE
THAT'S SO COLD THAT
MERCURY FREEZES.



I'LL TAKE
IT. HOW
BAD COULD
IT BE?

KEEP YOUR
DRIVERS
LICENSE ON
YOU SO YOU
CAN LOOK UP
YOUR GENDER
IF YOU FORGET.



THIS IS DOGBERT'S
HEADHUNTING SERVICE.



I'VE GOT A JOB THAT
PAYS A HUNDRED
THOUSAND PER YEAR
AND REQUIRES NO
SKILL WHATSOEVER.



NO, I DIDN'T SAY
IT'S AVAILABLE. I
CALLED TO BRAG
ABOUT MY OWN JOB.



I'M A NINETIES KIND
OF WOMAN. I DEMAND
EQUALITY BUT THE
MAN MUST PAY FOR
DINNER.



5. Adams E-Mail: SCOTTADAMS@aol.com

AND RECENT SURVEYS
SHOW THAT MANY
WOMEN MY AGE THINK
IT'S OKAY TO SLAP
A MAN.



6-49

REALLY?
DID THEY
NAME
THE MAN?



DON'T MAKE
ME COME
OVER THERE.

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I CAN TELL THAT YOU
LIKE ME BECAUSE YOU
DON'T QUITE KNOW WHAT
TO DO WITH YOUR
HANDS.



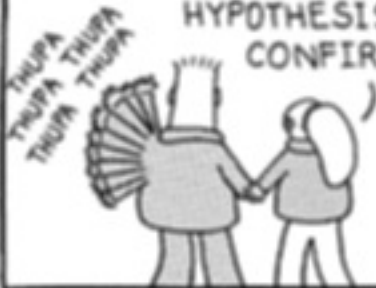
5-Adams, E-Mail: SCOTTADAMS@aol.com

TO TEST MY
HYPOTHESIS I
WILL HOLD THIS
HAND AND
OBSERVE THE
CHANGE.



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THE "CONTROL" HAND
REMAINS LIMP AND
CLAMMY. ITS TWIN
LOSES CONTROL.
HYPOTHESIS
CONFIRMED.



Dilbert

By Scott Adams



THE NEW
LAB SUPPLIES
ARE IN!

WE GOT THE
BATTERIES
AND THE
ELECTRIC
MOTOR!

TAKE THE WHEELS
OFF THE HAND-TRUCK
AND WE CAN START
BUILDING OUR
GO-CART

I THINK
I'LL DROP
IN ON
THE LAB

LAB

WHAT ARE
YOU WORKING
ON NOW?

WE'RE BUILDING
A LINEAR
ACCELERATOR

MARKETING
INSISTED

GOOD
GOOD
CARRY ON

WE REALLY DON'T
APPRECIATE
HIM ENOUGH

LET'S PUT
A TV IN
THIS BABY

© Adams. A New York Times bestseller

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I'M GOING TO START
MY OWN BOOK
PUBLISHING
COMPANY SO I
CAN REJECT
PEOPLE ALL
DAY LONG.



5-Adams 8-Mat SCOTTADAMING.COM

I'LL DISMISS THEIR
LIFE'S WORK WITH
A GESTURE AND A
WITTY COMMENT.



6-27

BOTTOM LINE,
I'M JUST NOT
A PEOPLE
PERSON.

I'VE
NOTICED.



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HOW'S THE BOOK
PUBLISHING BUSINESS
COMING ALONG?

GREAT!

I GET TO REJECT
DOZENS OF AUTHORS
EVERY DAY! I CALL
THEM UNTALENTED
DOLTS AND THEY
THANK ME FOR IT.

6-28

EVENTUALLY, YOU HAVE
TO ACTUALLY PUBLISH
SOMETHING.

YEAH, WELL,
THAT'S THE
CONVENTIONAL
WISDOM.

DOGBERT THE PUBLISHER

I'D LIKE TO PUBLISH
YOUR BOOK. ALL
IT NEEDS ARE A
FEW MINOR
CHANGES.



5. Adams E-Mail: SCOTTADAMS@AOL.COM

MAKE THE MAIN
CHARACTER A PURPLE
DINOSAUR INSTEAD
OF A DETECTIVE. ADD
SOME UPBEAT SONGS
AND ELIMINATE THE
MURDER.



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IT'S A
MURDER
MYSTERY!!



OH, THAT'S
ORIGINAL.



DOGBERT THE PUBLISHER

DEAR TIM,
YOUR BOOK DOES NOT
MEET OUR CURRENT
PUBLISHING NEEDS.



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YOUR PLOT WAS
LAME AND I HATED
YOUR CHARACTERS.
AND BY ASSOCIATION
I HAVE COME TO HATE
YOU TOO.



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FOR SAFETY REASONS,
I HIRED AN ILLITERATE
PERSON TO RIP UP YOUR
MANUSCRIPT. I WOULD USE
THE RETURN ENVELOPE
YOU PROVIDED BUT I'M
AFRAID YOU MIGHT HAVE
LICKED THE STAMPS.



I THINK I FOUND
A WOMAN WHO
LIKES ME, DOGBERT.



NO WAY!

IT'S PHIL,
THE PRINCE OF
INSUFFICIENT
LIGHT!



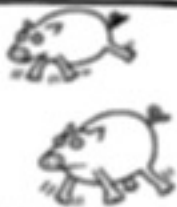
HECK
JUST
FROZE
OVER.



THIS IS
NOT MY
FAULT!



TELL
THEM.



THIS WAS OUR THIRD DATE,
LIZ. TRADITION DEMANDS
THAT YOU KISS ME OR
GIVE ME THE "LET'S BE
FRIENDS" TALK.



NO, OUR FIRST DATE
ONLY COUNTED AS
85% OF A DATE
BECAUSE WE WERE
WEARING OUR
SWEAT PANTS.



I'M 15%
SHORT ?!!



IT'S TOO BAD,
BECAUSE I
REALLY FELT
LIKE KISSING.



J. Allen's E-MAIL: SCOTTADAMING@GMAIL.COM

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Dilbert

By Scott Adams



WHAT ARE YOU
DRAWING,
DOGBERT?

I'M CREATING
A COMIC BOOK
CALLED "THE
ADVENTURES
OF BORON"

"THE MOST BORING
MAN IN THE ENTIRE
UNIVERSE."

BORON LOOKS LIKE
ME.

GEEZ,
WHAT AN
EGO YOU
HAVE.

IN CHAPTER ONE,
BORON SLAYS THE
ENTIRE MARKETING
DEPARTMENT BY
EXPLAINING
ASYNCHRONOUS
PROTOCOLS.

I THINK IT'S HIGH
TIME WE ENGINEERS
GOT A LITTLE RESPECT
IN THIS SOCIETY!

FURTHERMORE, THERE
ARE MANY ADVANTAGES
TO ASYNCHRONOUS
TRANSFER MODE
SWITCH TECHNOLOGY!

FIRST, THERE'S
BANDWIDTH...

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HERE'S MY DAILY
PROJECT STATUS
REPORT.



"MORALE IS LOW. THERE
IS TALK OF MUTINY.
WE DREAM OF QUITTING
AND BECOMING LIFE-
GUARDS ON "BAYWATCH."
DEATH TO THE
POINTY-HAIRED
ONE."



HOLY COW!
"BAYWATCH"
IS HIRING??!



DO YOU REMEMBER WHEN
THE COMPANY PRESIDENT
VISITED? YOU ASKED
WHY YOUR PROJECT HAD
BEEN CANCELLED



S. Adams E-Mail: SCOTTADAMS@aol.com

HE PROMISED TO GET
AN ANSWER. THAT
TASK HAS BEEN
DELEGATED ALL THE
WAY BACK DOWN
TO ME.



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I'D LIKE YOU TO CRAFT
A RESPONSE FOR ME.
YOU'LL HAVE TO PUT
YOUR NEW PROJECT
ON HOLD UNTIL THIS
IS DONE.



UH-OH... IT'S NEVER
GOOD WHEN WE GET
MAIL FROM THE
BENEFITS
DEPARTMENT.



S. Adams E-MAIL: SCOTTADAMS@aol.com

"RETIRE NOW OR
WE'LL INVEST YOUR
ENTIRE PENSION
IN HAITIAN
PENNY STOCKS."



7-6

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HAVE YOU
NOTICED
A CHANGE
IN TONE
LATELY?



LITTLE DO
THEY KNOW
I'M A
CONTRARIAN
INVESTOR.



DOGBERT TOLD ME
ABOUT THE BIRDS
AND THE BEES.

5 Always E-Mail SCOTTADAMINGADOL.COM

THE BEE PART
CONFUSES ME.
IT SEEMS LIKE
I'D GET STUNG.

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AND AS FOR
BIRDS, I
JUST
WOULDN'T
KNOW THE
WORDS TO
SAY.

TRY A
HUMMING
BIRD.

MY PHILOSOPHY IS
"IF LIFE GIVES YOU
LEMONS, MAKE LEMONADE."



5 Adams 8-MAY SCOTT ADAMS/BOULDER

OF COURSE, THE WHOLE
THING DEPENDS
HEAVILY ON LIFE ALSO
PROVIDING A BIG
PITCHER WITH ICE
AND A FEW GLASSES.



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WHAT? NO
NAPKINS?!



AS MY DOCUMENTARY
BEGINS, WE SEE THE
ENGINEER HARD
AT WORK.



SUDDENLY HE LEAPS
INTO ACTION! YEARS
OF TRAINING AND
EXPERIENCE COME
INTO FOCUS!



THE SCREEN SAVER HAS
BEEN DEACTIVATED.
BUT DOUBT SETS IN...



WAS
THERE A
BETTER
WAY?

Dilbert

By Scott Adams



LET'S EACH SHARE
OUR ACCOMPLISHMENTS
FOR THE MONTH.



TO THE UNTRAINED
OBSERVER IT MIGHT
SEEM LIKE I DIDN'T
ACCOMPLISH ANYTHING



HOWEVER, I DID
STRATEGICALLY "POSITION"
MY PROJECT BY
SOCIALIZING IT WITHIN
THE COMPANY.



THEN WALLY AND
I HELD A "TIGER
TEAM" LOCK-UP
SESSION.



THEN I PREPARED THE
EXECUTIVE BRIEFING
PACKAGE FOR THE BIG
MEETING THAT
GOT CANCELED.



SINCE THEN I'VE
SPENT MOST OF MY
TIME LOOKING FOR
THE BEST PROJECT
MANAGEMENT SOFT-
WARE TO USE.



AND I DID IT ALL
WITHIN TEN
PERCENT OF MY
BUDGET GOAL!



LOOKING
GOOD.



WOW. ALL
I DID WAS
THAT TIGER
THING.

I'M STARTING A NEW
CAREER AS A TECHNOLOGY
PUNDIT AND
COLUMNIST.



THIS MOSTLY INVOLVES
FORMING ANGRY
OPINIONS ABOUT THINGS
I HAVEN'T GOT THE
TIME TO UNDERSTAND.



IS THE RISC PROCESSOR
APPROPRIATE FOR
SENIOR CITIZENS?
HELLO!! IS ANYBODY
HOME?!!



5 Actions E-Mail: SCOTT@AMIGADOL.COM

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WHAT MAKES YOU THINK
YOU'RE QUALIFIED TO BE
A TECHNOLOGY
COLUMNIST?

IT'S
EASY.

IN THIS ARTICLE I
EXPLAIN WHY I'M
SMARTER THAN THE
ENTIRE MICROSOFT
CORPORATION.

ACTUALLY, THEY'RE MOSTLY
GENIUSES. AND MANY
ARE MILLIONAIRES.

IF THEY'RE SO
SMART, WHY
AREN'T THEY
COLUMNISTS?

S. Adams © 1998 United Feature Syndicate, Inc.

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I OPPOSE PUTTING CAREER CRIMINALS IN JAIL FOR LIFE. THERE'S NO EVIDENCE THAT LONGER SENTENCES REDUCE CRIME.



SO, YOUR THEORY IS THAT WHEN CAREER CRIMINALS ARE IN JAIL, OTHER PEOPLE COMMIT MORE CRIMES TO KEEP THE AVERAGE UP...

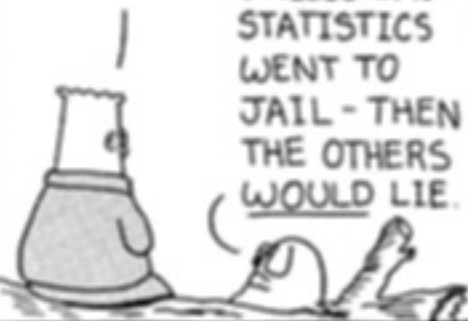


2-19

S. Adams E-Mail: SCOTTADAMS@aol.com

STATISTICS DON'T LIE, DOGBERT.

UNLESS BAD STATISTICS WENT TO JAIL - THEN THE OTHERS WOULD LIE.



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SO NOW I HAVE
CARPAL TUNNEL
SYNDROME...

ZZZZ

YOU DON'T CARE
ABOUT THE HEALTH
OF YOUR EMPLOYEES!
ALL YOU CARE ABOUT
IS MONEY!!

MONEY?

I NEED
SURGERY!
I'M IN
CONSTANT
AGONY!!

FALSE
ALARM.

ZZZ

S. Adams E-Mail: SCOTTADAMS@aol.com

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I HEAR YOU
NEED A
CARPOOL
URGENTLY.



NO, I NEED
"CARPAL
TUNNEL
SURGERY."



5/18/06 E-MAIL SCOTTADAMING@AOL.COM

THE REPETITIVE
MOTION OF TYPING
HAS CAUSED
PERMANENT DAMAGE.
I HAVE TO WEAR
BRACES UNTIL THE
SURGERY.



7-16

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THERE'S
NO ROOM
IN MY
CARPOOL.



I GUESS IT'S TIME TO GO
BACK TO MY DIMLY LIT
CUBICLE AND SEE IF
MY CARPAL TUNNEL
HAS CRIPPLED
ME YET.



THIS IS A LOT LIKE
MY LAST JOB AS A
COAL MINER, BUT
WITHOUT THE THREAT
OF A GAS EXPLOSION.



I'M MOVING
YOU TO A
NEW CUBICLE. BETTER
OVER BY
WALLY. GET A
CANARY.



Dilbert

By Scott Adams



CAN WE CUT THIS SHORT?
I'D LIKE TO GET BACK
TO THE INFORMATION
SUPERHIGHWAY.



SURE. I'M GLAD WE
CONNECTED YOU ALL TO
THE INTERNET SO
YOU CAN SHARE IDEAS
WITH COLLEAGUES.



YEAH, THAT'S RIGHT.
I WANT TO GO SHARE
IDEAS WITH MY
COLLEAGUES.



DO PEOPLE REALLY
SHARE IDEAS WITH
COLLEAGUES?

IF I GET AN
IDEA, I'M NOT
SHARING.



I THINK I'LL CHANNEL
OVER TO THE INTERNET
CHAT AREA AND FLIRT
WITH COLLEGE
WOMEN.



I'M STILL READING
THROUGH FIVE MEGS
OF BLONDE JOKES.



I WONDER IF
AL GORE HAS
ANY IDEA...



HEY, TIPPER,
HERE'S ANOTHER
GOOD ONE! HEE
HEE!



**GREAT
SOLUTIONS
IN
ENGINEERING**

5. Address E-Mail: SCOTT@ADAMNGADE.COM

PROBLEM: BICYCLE SEATS ARE HARD. THEY HURT.



7-18

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ANALYSIS: THERE MUST BE SOMETHING WRONG WITH YOUR PANTS.



I MAY NOT BE SMART
AND I MAY NOT BE
ATTRACTIVE...



BUT I AM
AERODYNAMIC!!



THAT MIGHT COME
IN HANDY IN A
MINUTE.

BLOW ON
ME.



J. Albany E-Mail: SCOTTADAMING@AOL.COM

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I GOT A JOB AS
THE HEAD OF
MARKET RESEARCH
AT YOUR COMPANY.

I'LL BE PULLING
DOWN \$120K
PER YEAR.



S. Adams © E-Mail: SCOTTADAMS@aol.com

I DON'T VALUE OTHER
PEOPLE'S OPINIONS SO
I'LL JUST USE MY OWN.



7-20

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JUST FOR REFERENCE,
HOW MUCH DOES
HONESTY PAY
THESE DAYS?



IN MARKET RESEARCH
TERMS, YOU BELONG
TO THE "TECHNO GEEK"
SEGMENT.



7-21

S. Adams E-mail: SCOTTADAMS@aol.com

YOU'RE SHY, BORING,
GULLIBLE AND MALE.
YOU PREFER COMPUTERS
TO PEOPLE. THERE'S
ALWAYS A SPIDER ON
YOUR ARM.



MADE
YOU
LOOK.



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I'D LIKE YOUR OPINION
FOR MY MARKET
RESEARCH, RATBERT.

ME?!!

I'VE LUMPED YOU IN
THE MARKET SEGMENT
THAT INCLUDES WILD
FUNGI AND PENCIL
ERASERS.

QUESTION ONE: WOULD
YOU ENJOY HAVING
YOUR HEAD RUBBED
VIGOROUSLY ON A
PIECE OF PAPER?

WHO
WOULDN'T?

MY MARKET RESEARCH
INDICATES THAT 50%
OF YOUR CUSTOMERS
ARE ABOVE THE
MEDIAN AGE.

BUT THE SHOCKING
DISCOVERY WAS
THAT 50% WERE
BELOW THE MEDIAN
AGE.

WHAT PERCENT
ARE EXACTLY
THE MEDIAN
AGE?

I'M PROPOSING
TO STUDY THAT
IN PHASE TWO.

Dilbert

By Scott Adams



HEAR ME, ALL
DOWNTRODDEN
CUBICLE-WORKERS!

I HAVE COME TO
FORM A UNION TO
IMPROVE YOUR
WORKING
CONDITIONS!

WE CAN'T JOIN
A UNION. WE'RE
SALARIED.

I THINK IT'S
AGAINST THE
LAW OR
SOMETHING.

YOU'VE GOT LONG HOURS,
NO OVERTIME PAY,
SHRINKING BENEFITS,
AND NO JOB SECURITY.
YOU MUST ACT NOW!

YOU'RE CONFUSING
US WITH PEOPLE
WHO HAVE SPINES

DON'T WORRY. I
BROUGHT STRAP-ON
PORTA-SPINES FOR
EVERYBODY.

I DEMAND
A BIGGER
CUBICLE!

NOBODY
WILL TAKE
ADVANTAGE
OF US EVER
AGAIN!

NOW, LET'S
TALK ABOUT
UNION DUES.

FAIR
ENOUGH.

IT SEEMS ALMOST
UNNATURAL FOR ME
TO HAVE AN ACTUAL
GIRLFRIEND.

WHY?

IT'S LIKE WHEN THE
CAPTAIN ON "STAR
TREK" FALLS IN LOVE,
AND YOU KNOW THE
WOMAN WILL DIE IN
AN UNLIKELY
ACCIDENT.

HEY! WE
JUST SAW
OUR FIRST
SHOOTING
STAR!

A HUSH COMES OVER
THE CROWD. THIS
WOULD BE RATBERT'S
MOST DIFFICULT DIVE.



5 Adams E-Mail: SCOTTADAMS@AOL.COM



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I GIVE
IT A
TWO.



THE JUDGES
WERE CRUEL.
BUT RATBERT
CAPTURED THE
HEARTS OF THE
AUDIENCE.
ENDORSEMENTS
WOULD FOLLOW.



FROM NOW ON, TWENTY PERCENT OF YOUR PAY WILL DEPEND ON THE COMPANY MEETING ITS SALES TARGETS.



S. Adams E-Mail: SCOTTADAMS@aol.com

IN EFFECT, WE'LL CUT YOUR PAY AND TELL YOU IT'S YOUR OWN DARN FAULT.



7-47

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WILL THE SALES TARGET BE BASED ON A COMPLEX FORMULA AND INVOLVE NUMBERS THAT CAN'T BE ACCURATELY MEASURED?

YOU BROKE THE CODE!



OUR CEO WILL VISIT
HERE NEXT WEEK.
YOU ALL KNOW WHAT
TO DO.



5 Addms E-Mail: SCOTTADAM@AOL.COM

WE SHOULD STOP ALL
PRODUCTIVE WORK AND
CREATE OVERHEAD
TRANSPARENCIES
THAT EXAGGERATE
OUR VALUE.



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AND A FEW OF OUR
UGLIER CO-WORKERS
WILL BE REPLACED BY
ACTORS.



HAVE YOU
SUMMARIZED
YOUR ACCOM-
PLISHMENTS
FOR OUR CEO?

ALMOST
DONE.

OKAY — MY BODY
CONVERTS TOXIC WASTE
INTO PENICILLIN, I'M
CLAIRVOYANT, AND I
INVENTED WOOL.

I THOUGHT
SHEEP
INVENTED
WOOL.

WHO ARE
YOU GOING
TO BELIEVE,
THEM OR
ME?

5. Added 8-Min. SCOTTADAMINGADOL.COM

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OUR CEO CANCELLED HIS VISIT. HE'S SENDING HIS TOP AID, ZIMBU THE MONKEY, IN HIS PLACE.



5-Adams E-Mail: SCOTT@ADAMSAGOL.COM

ISN'T THAT TYPICAL? I SPENT A WEEK EXAGGERATING MY ACCOMPLISHMENTS FOR THIS. NOW HE SENDS A STUPID MONKEY!



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WHAT COULD BE MORE HUMILIATING THAN TRYING TO SUCK-UP TO A MONKEY?



FAILING AT IT?

Dilbert

By Scott Adams



I'D LIKE TO BOOST
MORALE BY PRESENTING
THIS "ATTABOY"
CERTIFICATE TO WILLY.

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IT'S WALLY,
NOT WILLY.

"I" BECOMES AN
"A" WITH A DOT
OVER IT.

ANYWAY, THIS IS
FOR YOUR GOOD
WORK ON THE
ALPHA PROJECT.

THANKS, BUT I
DIDN'T WORK
ON THE ALPHA
PROJECT.

GET OUT OF MY
SIGHT, YOU LAZY
IMPOSTOR!!!

WITH A LITTLE BIT
OF LUCK, I CAN
PULL THIS OUT.

I GIVE YOU YOUR
INDIAN NAME:
"WALLYNA."

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WE'VE HIRED THE
DOGBERT AD AGENCY
TO GIVE OUR COMPANY
A NEW IMAGE.



I USED A COMPUTER TO
SUGGEST A NEW HI-TECH
NAME FOR YOUR COMPANY.
THE PROGRAM RANDOMLY
COMBINES WORDS FROM
ASTRONOMY AND ELEC-
TRONICS.



THE FIRST CHOICE IS
"URANUS-HERTZ"

I LIKE
IT.



DOGBERT'S AD AGENCY

I'VE DEVELOPED A NEW
SLOGAN THAT CAPTURES
THE ESSENCE OF THIS
COMPANY.



5. Adams E-Mail: SCOTTADAMS@aol.com

"WE ABUSE OUR
EMPLOYEES AND
PASS THE SAVINGS
TO YOU."



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WE'LL FILM ACTUAL
EMPLOYEES IN
THEIR SQUALID
CUBICLES.



DOGBERT'S AD AGENCY

YOUR COMMERCIALS
SHOULD COMPARE
YOUR BEST ASSETS
TO THE COMPETI-
TION'S WORST.



5-fiddys E-Mail: SCOTTADAM@AOL.COM

WE'LL USE A HIDDEN
CAMERA TO FILM
YOUR EMPLOYEES
ON THE JOB.



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I MISSED
SOMETHING
HERE...



WE'LL IMPLY
THAT THEY ALL
WORK FOR THE
COMPETITION.
THIS ISN'T A
DOCUMENTARY.



DOGBERT'S AD AGENCY

THE COMMERCIAL WILL
SHOW COMPANY CARS
BRAKING HARD TO
AVOID PEDES-
TRIANS.



5-Agency E-Mail: SCOTT@ADAMGAG.COM

THE MESSAGE IS
"WE CARE ABOUT
PEOPLE WE DON'T
EVEN KNOW!"



WAS IT
DANGEROUS
TO FILM
THIS?

WE'LL SELL
THE BLOOPERS
TO DICK CLARK.



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HERE'S THE FINAL DESIGN
FOR PROJECT "ZEBRA." I
WORKED DAY AND NIGHT
FOR WEEKS TO FINISH
IT ON TIME.



S. Adams E-mail: SCOTTADAMS@aol.com

I CANCELED THAT
PROJECT A MONTH
AGO. I MEANT TO
TELL YOU.



8-5

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IN SOME COUNTRIES IT
WOULD BE LEGAL TO
KILL YOU WITH THIS
BINDER.



THAT'S WHY
I DON'T
TRAVEL.



THANKS FOR INVITING
ME OVER, DOGBERT.
WE LITTLE HAIRLESS
CATS ARE USUALLY
SHUNNED.



5- Adams J E-Mail: SCOTTADAMS@AOL.COM



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I WOULD HAVE
BET ANYTHING
THAT THAT
WOULDN'T WORK.

NOW THE
GOLDFISH.



Dilbert

By Scott Adams



LAURIE'S OUR
NEW ENGINEER.
SHOW HER THE
ROPES, DILBERT.



© Adams 1994 www.dilbert.com



I MEANT
FIGURATIVELY



THIS IS YOUR
ANTI-PRODUCTIVITY
POD.



IT'S EQUIPPED WITH
A LITTLE DEVICE THAT
RINGS ANYTIME YOU
TRY TO CONCENTRATE.



THE TOP IS OPEN SO NONE
OF THE BACKGROUND
NOISE IS INADVERTENTLY
MUFFLED.



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AND YOU'RE ON THE MAIN
AISLE, SO YOU'LL BE
HAUNTED EVERY MINUTE
BY FOOTSTEPS BEHIND
YOU... STEP... STEP...
STEP...



WE NEED
TO TALK.



WE'VE BEEN DATING
FOR A WHILE AND I
FIND YOU ODDLY
APPEALING ...



5. A little E-Mail: SCOTTADAMS@aol.com

BUT I DON'T BELIEVE
IN GETTING PHYSICAL
UNTIL AFTER I'M
MARRIED.



WOULDN'T
YOUR HUSBAND
GET MAD?

SOMETIMES IT'S
OKAY JUST TO
LOOK SAD
AND SHUT UP.

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I DON'T UNDERSTAND
SOMETHING, LIZ. YOU TOLD
DILBERT YOU DON'T WANT
TO BE PHYSICAL UNTIL
AFTER MARRIAGE...



I WOULD EXPECT HIM TO
BE CRANKY AROUND THE
HOUSE, YET HE'S QUITE
RELAXED... SERENE..
I DON'T SEE HOW...
UNLESS...



DID YOU
DISCOVER
RELIGION?

I THINK I'M
A UNITARIAN.



PROFITS ARE
DOWN AGAIN
THIS QUARTER.

THAT'S
BAD.

STARTING TOMORROW,
YOU'LL HAVE TO
BRING YOUR
OWN PENCILS
TO THE
OFFICE.

THAT'S
BAD.

AND YOU'LL
HAVE TO
SELL THEM
OUT ON THE
SIDEWALK.

THAT'S
BAD.

THIS WILL BE A TOUGH
YEAR FOR THE COMPANY.



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5 Adams

IT WILL TAKE A
SPECIAL KIND OF
TEAM TO GET BY.



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5 Adams

GO
TEAM!



TEAM!
TEAM!



SPECIFI-
CALLY, IT
WILL TAKE
A MUCH
SMALLER
TEAM.

YES!



WALLY, YOU'RE
INVITED TO A
"STILL SINGLE"
SHOWER IN MY
HONOR.



I'M TRYING TO
RECOUP ALL THE
MONEY I'VE BLOWN
ON WEDDING GIFTS
AND BABY SHOWERS.



SOMEONE'S
FEELING
A LITTLE
BITTER
TODAY.



I HAVE A
PATTERN
REGISTERED
AT "ELECTRON
HUT."



AND NOW I WILL
GIVE YOU MY
IMPRESSION
OF A DOG
IN SPACE.



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E-Mail: SCOTT@AMERICAN.COM



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PHYSICAL
HUMOR IS
A LOST
ART.



LET ME
KNOW IF
YOU FIND IT.



Dilbert

By Scott Adams



"FRIENDS"
EXPLAINED



A VERY SPECIAL "DILBERT"

CLOSE FRIENDS

MAY I
BORROW
YOUR GUM?

SURE. REACH
IN AND
TAKE WHAT
YOU NEED.



"BUDDIES"

CAN I
BORROW
YOUR
HAMMER?

WHY NOT
USE YOUR
FOREHEAD
AS USUAL?



WORK FRIENDS

SO, HOW'S
YOUR WIFE?

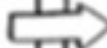
DEAD. SAME AS
LAST WEEK.



BOYFRIEND/GIRLFRIEND
(STEREOTYPICAL VIEW)

LOVE

LUST



BOYFRIEND/GIRLFRIEND
(MODERN CORRECT VIEW)

LUST

TELEVISION



PLATONIC FRIENDS

TELEVISION?

LUST



MAN'S BEST FRIEND

BY MY ESTIMATE THERE
ARE 2.6 BILLION FEMALES
WHO DO NOT
DESIRE YOU.

NAME
THEM.



HEY, MATT. HOW'S OUR
FAVORITE MANAGEMENT
FAST-TRACKER?



5. Adams E-MAIL: NEWSTANDADVISOR@AOL.COM

GREAT! I'VE GOT TWO
MINUTES TO DELIVER
MY BIG REPORT TO
OUR CEO. CAN YOU
TELL ME WHERE THE
FAX IS?



8-15

OOPS, I'M
WRONG.
THAT'S THE
SHREDDER.

HE'LL GO FAR
IN THIS
COMPANY.

BZZZZZ



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I SPENT THE ENTIRE DAY
GETTING NEW ASSIGN-
MENTS WHICH LEFT NO
TIME TO ACTUALLY
WORK ON ANY-
THING.



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TOMORROW I'LL SPEND
THE ENTIRE DAY
EXPLAINING WHY I
DIDN'T FINISH YESTER-
DAY'S WORK.



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SOMETIMES I DON'T KNOW
THE DIFFERENCE BETWEEN
ME AND A HAMSTER ON A
WHEEL.



HAMSTERS
DON'T DEPRESS
ME.

OUR TWO GOALS THIS
YEAR ARE TO DOWNSIZE
AND TO IMPROVE
CUSTOMER SERVICE.



S. Adams E-Mail: SCOTTADAMS@aol.com

QUESTION: HOW CAN
YOU IMPROVE SERVICE
IF YOU'RE GETTING RID
OF SERVICE PEOPLE?



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WHO DO YOU THINK
IS SCREWING UP
THE CUSTOMER
SERVICE? DUH...



YOU'RE FIRED, WALLY.
BUT SINCE WE CARE,
WE'VE CONTRACTED AN
OUTPLACEMENT AGENCY
TO HELP YOU.



5. Adams E-MAIL: SCOTTADAMS@aol.com

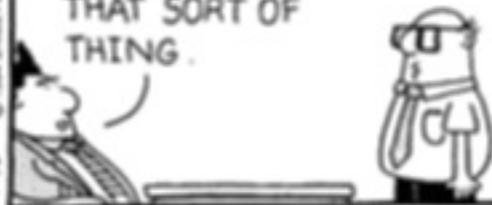
YOU'LL GET YOUR OWN
CUBICLE. AND YOU CAN
MAKE ALL THE PHOTO-
COPIES YOU WANT!



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WHAT WOULD I WANT
TO PHOTOCOPY?

FOOD STAMPS,
DOLLAR BILLS,
THAT SORT OF
THING.



WELCOME TO THE DOGBERT
OUTPLACEMENT AGENCY,
OR "DOA" AS I CALL
IT.



HERE, NOBODY IS
"UNEMPLOYED." YOU'RE
FREELANCE CONSULTANTS
WHO SIT IN CUBICLES
AND EARN
NO MONEY!



EVERY CUBICLE IS
EQUIPPED WITH A
PHONE AND A
REFURBISHED EGO.

I WILL
NOT WORK
WITH
THAT
THING.



I DISCOVERED I CAN
LOOK INTERESTED IN
WHAT PEOPLE SAY BY
MAKING MY
EYES BIG.



S. Adams E-Mail: SCOTTADAMS@aol.com

GO AHEAD — SAY
SOMETHING. I'M
READY.



I'M TRYING TO GET SOME
WORK DONE HERE.

WORK, YOU
SAY? VERY
INTEREST-
ING.



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Dilbert

By Scott Adams



YOUR PROPOSAL
DOESN'T ADDRESS
THE ALTERNATIVES.



THERE AREN'T
ANY REASONABLE
ALTERNATIVES.



THERE ARE ALWAYS
ALTERNATIVES! GIVE
ME ALTERNATIVES!!



NO WONDER NOTHING
GETS DONE AROUND
HERE — NOT ENOUGH
ALTERNATIVES.



"WE COULD LOBBY THE
GOVERNMENT TO GIVE
TAX BREAKS TO ALL
IDIOT-RUN BUSINESSES"



"I COULD QUIT THIS
STUPID JOB AND
START A NEW CAREER
HANDING OUT TOWELS
AT THE GYM."



"OR WE COULD USE
COW CHIPS INSTEAD
OF MICROCHIPS AND
SAVE MILLIONS."



WHAT'S A
COW CHIP?

THIS JOB
WOULD BE
AN EXAMPLE.



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THE ONLY WAY TO
FINISH THE PROJECT
ON TIME IS BY
ADDING FOUR
ENGINEERS.



THERE'S ONE OTHER
OPTION. YOU COULD
MAKE MENACING
STATEMENTS ABOUT
DILBERT'S JOB
SECURITY UNTIL HE
WORKS FIVE TIMES
AS HARD.



JUST
KIDDING.
HEE HEE!

I'VE BEEN
THINKING
ABOUT
REDUCING
HEADCOUNT.



GENETIC
RESEARCH



5. Adams E-Mail: SCOTT@MIDWINTER.COM

I'D LIKE YOU TO CLONE
AN ARMY OF OBEDIENT
SLAVES FOR ME.
I PLAN TO CONQUER
THE WORLD AND
HAVE DOMINION
OVER ALL LIVING
THINGS.



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I MOSTLY WORK ON
GIANT CUCUMBERS.

MIX IN SOME
ARMS AND
LEGS AND
GIVE ME TWO
PACKAGES OF
SEEDS.



WHAT ARE
YOU PLANT-
ING?

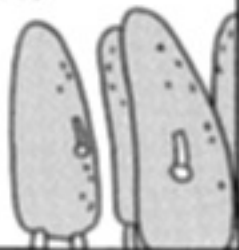
I'M GROWING
AN ARMY OF
GENETIC
MUTANTS TO
DO MY
BIDDING.

HALF MAN, HALF GIANT
CUCUMBER, THESE
UNTHINKING BRUTES
WILL HELP ME CONQUER
THE EARTH!

DIDN'T YOU TRY THIS
WITH SEA MONKEYS
LAST YEAR?

NONE OF THEM
SURVIVED
BOOT CAMP.

I CREATED YOU
CUCUMBER MUTANTS
TO ASSIST ME IN MY
BID FOR WORLD
DOMINATION!



J. Adams E-Mail: SCOTTADAMS@aol.com

BULLETIN

I INTERRUPT THIS
STRIP BECAUSE THE WHOLE
GIANT CUCUMBER THEME
ISN'T AS FUNNY AS I
THOUGHT IT WOULD BE.
LET'S GO DIRECTLY TO
THE BIG FINISH.

Scott

8-45

THEN WALDO
GRABBED THE
"SALAD SHOOTER."
THERE WERE
PEELS EVERY-
WHERE!



SOUNDS
LIKE
QUITE A
PICKLE.



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SUE WAS HIRED TO RUN
OUR NEW "DIGNITY
ENHANCEMENT"
PROGRAM.



S. Adams E-MAIL: SCOTTADAMS@AOL.COM

HER CHARTER IS TO
HELP THE EMPLOYEES
FEEL GOOD ABOUT
THEMSELVES WHILE
THEY WORK HARDER
FOR LESS MONEY.



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HOW CAN
WE AFFORD
TO HIRE
SOMEBODY
NEW?



DO YOU
REMEMBER
THOSE
CO-WORKERS
YOU USED
TO HAVE?



I AM THE KING OF MY
CUBICLE, THE ABSOLUTE
RULER OF THIS TINY
REALM.



S. Adams E-Mail: SCOTTADAMS@aol.com

AND THESE ARE MY
LOYAL SUBJECTS:
MISTER COMPUTER,
MISTER STAPLER, AND
THE BINDER FAMILY.



9-27

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WHO
SPILLED
COFFEE?



THE BARBARIAN
IS THWARTED
AT THE MOAT.



Dilbert

By Scott Adams



THE IMAGE IS
FUZZY BECAUSE
THE MONITOR HAS
AN ACUTE DESIGN
FLAW.

ACUTE? THAT'S AN
UNUSUAL CHOICE
OF WORDS.

WOULD YOU HAVE
SAID "ACUTE" TO
A MALE CO-WORKER?
I THINK NOT.

IT MEANS
CRUCIAL, THAT'S
ALL!!

I KNOW WHAT THE
WORD MEANS! DO
YOU THINK I DON'T
SEE RIGHT THROUGH
YOUR SEXIST PUNTS?

NO! I SWEAR, IT
WAS JUST A
POOR CHOICE OF
WORDS!!

WELL... OKAY. I
ACCEPT YOUR
APOLOGY. THIS TIME.

SO, WHAT'S
WRONG WITH
THE OTHER
MONITOR?

WHICH?

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I WANT ALL OF YOU TO
PREPARE REPORTS
EXPLAINING WHY YOUR
JOBS SHOULDN'T BE OUT-
SOURCED TO
CONSULTANTS.



"IT IS MY JOB TO WRITE
THIS REPORT. BUT IF I
WERE A CONSULTANT IT
WOULD MAKE NO SENSE
TO COMPARE ME TO
MYSELF. OUTSOURCING IS
ILLOGICAL."



FOR SOME REASON,
I'M NOT TAKING
AS MUCH PRIDE IN
MY WORK LATELY.



I'M GOING TO TAKE
CLASSES AT NIGHT
AND GET AN MBA.



I DON'T NEED A BIG-
NAME SCHOOL. I'M IN
THIS FOR KNOWLEDGE,
NOT PRESTIGE.



HOW ABOUT
"TONY'S
HOUSE OF
MBAS"?

THE BABE
RATIO IS
BETTER AT
"MBA-O-RAMA."



I'D STAY AND WORK SOME UNPAID OVERTIME WITH YOU BUT I'M TAKING MBA CLASSES.



5 Adults E-Mail: SCOTTADAMING@AOL.COM

IF YOU TOOK MBA CLASSES YOU'D UNDERSTAND THAT WORKING FOR FREE IS A LOW NPV.



9-31

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IF YOU DON'T MIND, BEFORE BIG TESTS I'D LIKE TO RUB YOUR HEAD FOR LUCK.

IT'LL COST YOU A NICKEL.



LET'S START WITH
A BRIEF REFRESHER
IN MACRO ECONOMICS.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

THIS DIAGRAM EXPLAINS
WHY I'M AN EXPERT IN
MONEY YET I DRESS LIKE
A FLOOD VICTIM.



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YOU'LL HAVE NO TROUBLE
WITH THE REST OF THE
COURSE UNLESS YOUR
MECHANICAL PENCIL
JAMMED... LET'S
ERASE...



I DON'T KNOW HOW YOU
DO IT. YOU WORK ALL
DAY AND NOW YOU
TAKE CLASSES AT NIGHT.



IT'S HARD, BUT YOU'RE
GAINING KNOWLEDGE
THAT COULDN'T BE
OBTAINED ANY OTHER
WAY.



HEY! I CAN HOLD
ELEVEN "CHEERIOS"
IN MY NOSE!

AND IT'S
KNOWLEDGE
YOU CAN
APPLY.



HOW DECISIONS ARE MADE



E-Mail: SCOTTADAMS@aol.com

S. Adams



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YOUR PROJECT
IS APPROVED...
UNLESS
SCISSORS
CAN'T CUT
ROCK.



ASSUME
IT'S SHEET
ROCK.

Dilbert

By Scott Adams



FROM NOW ON,
I'M GOING TO
CHARGE ANYBODY
WHO GIVES ME
THEIR OPINION.

PEOPLE ARE IDIOTS.
IF I HAVE TO LISTEN TO
THEIR OPINIONS, I
DESERVE COMPEN-
SATION.

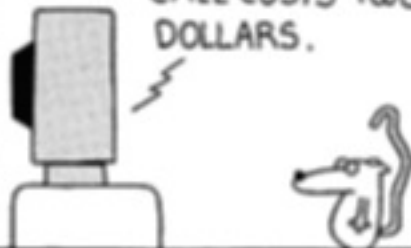
YOU'RE FORGETTING
THAT "FROM THE MOUTHS
OF BABES... COMES...
SOMETHING GOOD."

THAT'LL
COST YOU
A BUCK.

PEOPLE ARE SO STUPID
THEY SHOULD PAY ME
TO LISTEN TO THEIR
OPINIONS.



IF YOU DISAGREE,
YOU CAN CALL MY
PHONE POLL AT
555-DOG-BERT. EACH
CALL COSTS TWO
DOLLARS.



I'M VOTING
TWICE.



WE'LL BE GETTING A
NEW "BUNGEE BOSS"
SOMETIME TODAY.



9-7

HI-I'M-YOUR-NEW-BOSS-
LET'S-CHANGE-EVERY-
THING-BEFORE-I-GET-
REASSIGNED-OOPS-
TOO-LATE-GOODBYE.



HE WAS
LIKE A
MENTOR
TO ME.

I THINK HE
MADE A
DIFFERENCE.



S. Adams E-Mail: SCOTTADAMS@aol.com

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I'D LIKE A JOB
WHERE I CAN
TELECOMMUTE
EVERY DAY.

5. Address E-MAIL SCOTT@DANKBAG.COM

IT SHOULD BE
HIGH-PAYING
YET HAVE GOALS
WHICH CAN'T BE
MEASURED.

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SO, YOU'D
STAY HOME
AND WE'D
MAIL YOU
CHECKS?

I WAS
HOPING
FOR
DIRECT
DEPOSIT.

THIS CHART SHOWS
THE DECISION
PROCESS WE'RE USING
FOR MY PROJECT.



9-9

5 Ailes - 3 E-Mail: SCOTT@DAILYMAG.COM

HERE WE'RE WASTING
MONEY. THEN SOME-
ONE SAID "HEY, LET'S
CREATE A COMPLICATED
CHART." NOW WE'RE
AT THIS MEETING,
TALKING
ABOUT THE
CHART.



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I HAVE A
QUESTION.



GREAT...
THERE GOES
THE PLAN.



WORK HARDER OR I'LL
HAVE YOU PUT IN THE
"BOX."

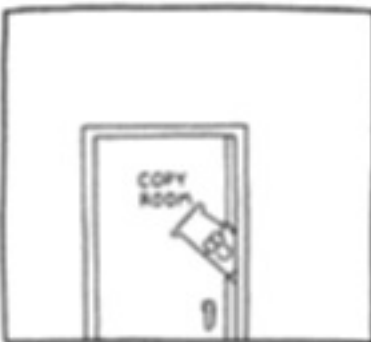
REALLY? I THOUGHT
I WAS ALREADY IN
THE BOX.

IS THE BOX
BIGGER THAN
MY CUBICLE?

THESE PEOPLE
ARE TOTALLY
UNMANAGE-
ABLE.

Dilbert

By Scott Adams



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RATBERT THE OPTIMIST

I FEEL
LUCKY
TODAY.

5-Adapted: E-Mail: SCOTTADAMING@AOL.COM

LUCKY,
LUCKY,
LUCKY.

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I THINK A HAT
JUST BLEW ONTO
MY HEAD!!



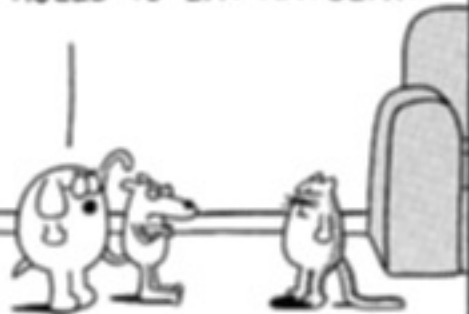
5 Adults E-Mail: SCOTTADAMING@GOL.COM



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YOU'RE NOT WELCOME HERE,
CAT. IT'S AGAINST HOUSE
RULES TO EAT RATBERT.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

MY WORK HERE IS
NOT DONE UNTIL I
HAVE POUNCED ON
MY NATURAL ENEMY.



9-14

WHO ARE YOU, AND
WHAT ARE YOU DOING
ON MY KEYBOARD?



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GET OFF OF MY
KEYBOARD, CAT,
OR ELSE!



9-15

5. Adams E-Mail: SCOTTADAMS@aol.com

WATCH ME ACT LIKE
I DON'T EVEN HEAR
YOU.



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DOGBERT!



YOU HAVE TO GO,
CAT. YOU HAVE NO
VALUE TO US.



9-14

5 Ads 125 E-Mail: SCOTTADAMS@aol.com

ACTUALLY, MY MERE
EXISTENCE WILL
WIDEN YOUR DEMO-
GRAPHIC APPEAL AND
MAKE YOU IMMORTAL.



OH... A
CAT. THAT'S
ORIGINAL.



GIVE IT
A REST,
"MICKEY."



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THIS ITEM WILL REQUIRE
YOUR USUAL EXECUTIVE-
STYLE DECISION.



S. Adams 8-Min. SCOTTADAMS.COM

YOU KNOW: KEEP IT
ON YOUR DESK FOR
THREE WEEKS, THEN
SNEAK IT BACK TO MY
CUBICLE WITH AN
ILLEGIBLE QUESTION
SCRAWLED
IN THE
MARGIN.



9-17

OR, FOR YOUR CONVEN-
IENCE, I HAVE MADE
NO COPIES; SO YOU
CAN LOSE THE ORIGINAL
AND CLAIM YOU
GAVE IT BACK
TO ME.



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Dilbert

By Scott Adams



REMEMBER, IT'S NOT
A PYRAMID SCAM.
IT'S A MARKETING
BREAKTHROUGH.

THE BEAUTY
OF IT IS A
NEW RECRUIT
IS BORN
EVERY MINUTE.

ARE WE GUARANTEED
TO BECOME AMAZINGLY
WEALTHY?

WHILE BEING
OUR OWN
BOSS?

YES, UNLESS
YOU'RE LAZY
OR ETHICAL.

EACH PERSON YOU RECRUIT
PAYS YOU ONE THOUSAND
DOLLARS. THE RECRUITS
GET THEIR OWN RECRUITS
AND CHARGE THEM TWO
THOUSAND, AND SO ON.

EVENTUALLY, EVERY
PERSON ON EARTH
WILL BE GIVING YOU
MONEY. AND THAT
ADDS UP.

YOU CAN'T
ARGUE WITH
THE MATH.

I FEEL LIKE
WE'RE A BIG
FAMILY.

THE BEST PART IS THAT
EVERY PERSON ON EARTH
WILL GET RICH!

ACTUALLY, THE
LAST RECRUIT
KINDA GETS IT
IN THE SHORTS

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I'M GOING TO THE
BIG TECHNOLOGY
SHOW.

WHAT DO
YOU DO
THERE?

I WILL WADE THROUGH
A VAST SEA OF MOSTLY
CURLY-HAIRED GUYS WITH
FACIAL HAIR AND
GLASSES. AND I WILL
LOOK AT THOUSANDS
OF INDISTINCT
PRODUCTS.

IT'S LIKE SALMON
RETURNING TO ITS
BIRTHPLACE.

BUT WITHOUT
THE SPAWNING
OPPORTUNITIES.

TRADE SHOW REGISTRATION

MEN WITHOUT
FACIAL HAIR ARE
NOT ALLOWED ON
THE EXHIBITION
FLOOR.



WE HAVE RENTAL
BEARDS FOR YOUR
CONVENIENCE.



THAT MODEL COMES WITH
PIPE-SCENTED
SUSPENDERS. IT'S VERY
POPULAR WITH OUR
PORTLY ATTENDEES.



AT THE TRADE SHOW...

UH-OH. A VENDOR
IS SCANNING ME.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

I'M CAUGHT IN A
TRACTOR BEAM!
RED ALERT! RED
ALERT!



LOSING
LIFE
SUPPORT
SYSTEMS...



... AND IT
CAN EVEN
CALCULATE
FRACTIONS!



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THE PROJECT REQUIREMENTS ARE FORMING IN MY MIND.



5-Adams E-Mail: SCOTTADAMS@aol.com

NOW THEY'RE CHANGING...
CHANGING... CHANGING...
CHANGING... OKAY. NO,
WAIT... CHANGING...
CHANGING... DONE.



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NATURALLY, I
WON'T BE
SHARING ANY
OF THESE
THOUGHTS
WITH
ENGINEERING.



I BUDGETED
FOR SOME
GOONS TO
BEAT IT
OUT OF YOU.



I HIRED BOB THE
DINOSAUR TO BEAT YOU
WITH HIS TAIL UNTIL
YOU GIVE ME THE PROJECT
REQUIREMENTS.



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HA!!! I'LL DOUBLE
YOUR FEE IF YOU
THUMP DILBERT
INSTEAD.

I'LL TRIPLE
YOUR FEE!



HE CAN'T
REALLY PAY
YOU "INFINITY
PLUS ONE."



I WONDER
HOW MUCH
THAT IS ON
AN HOURLY
BASIS.



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I FILLED OUT THE
CONFIDENTIAL QUESTION-
NAIRE ABOUT YOUR STYLE
OF MANAGEMENT.



S. Adams E-MAIL: SCOTTADAMS@aol.com

I HOPE IT'S USEFUL
FOR THAT MANAGEMENT
CLASS YOU'RE TAKING.
ONLY YOUR INSTRUCTOR
SEES THOSE,
RIGHT?



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I THINK I
PLAYED THAT
ABOUT RIGHT.

OOH, GOOD
MARKS! AND
IT SAYS HE
TRUSTS ME
TOO!



Dilbert

By Scott Adams



IT HAS COME TO MY ATTENTION THAT YOU USED THE FAX FOR PERSONAL BUSINESS.

I SENT THE FAX DURING LUNCH. IT WAS A LOCAL CALL.

YOU'RE USING UP ALL OF OUR FAX PAPER.

NO. I SENT A FAX. THE PAPER DOESN'T TRAVEL THROUGH THE PHONE LINES.

REALLY?

YOU USED THE COMPANY'S ELECTRICITY.

I HAD A FRIEND FAX US A WAD OF EXTRA ELECTRICITY.

I'M USING IT RIGHT NOW TO POWER MY PC.

DID YOU GET ANY EXTRA ELECTRICITY? MY PC IS OUT.

PRESS THE BUTTON ON THE BACK AND I'LL FAX YOU SOME.

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4-97

I INVITED SAINT
DOGBERT TO BLUDGEON
ANYBODY WHO STRAYS
FROM THE AGENDA INTO
SOMETHING
STUPID.



THAT REMINDS ME OF
THE PRODUCTIZATION
OF OUR TIGER TEAM'S
PRIORITY MATRIX.



ACTUALLY, THAT
WAS ON THE
AGENDA.



I'M RUNNING LATE. BUT
SINCE I'M A VICE
PRESIDENT YOU'LL HAVE
TO WAIT IN THE
HALLWAY.



S. Adams E-MAIL: SCOTTADAMS@aol.com

YOU'LL BE ABLE TO JUDGE
YOUR RELATIVE WORTH
BY OBSERVING WHAT
THINGS I DO WHILE
YOU WAIT.



9-27

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HE'S TEACHING
HIMSELF THE
BANJO.



THIS CARTOON SEEMS TO
BE SAYING THAT
MANAGEMENT DECISIONS
ARE A JOKE.



CARTOONS ARE NOT
ALLOWED ON CUBICLES.
IT HURTS MORALE. I
DON'T WANT TO SEE
THIS WHEN I RETURN.



I'VE NOTICED A REAL
IMPROVEMENT IN MORALE
SINCE YOU REMOVED
THE CARTOON.



OUR NEW STRATEGY IS
TO MAKE DEFECTIVE
PRODUCTS AND CHARGE
FOR TECHNICAL SUPPORT.

S. Adams E-MAIL: SCOTTADAMS@AOL.COM

HEH-HEH... OUR USER
MANUAL IS TOTALLY
INCOMPREHENSIBLE.
WE DIDN'T PLAN IT THAT
WAY - WE WERE LUCKY.

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I'M SO
PROUD
TO BE
HERE.

IT ALL CAME
TOGETHER WHEN
I REALIZED
I HATE OUR
CUSTOMERS.

WE COULD DESIGN THE
PRODUCT WITH A SIMPLE
POINT-AND-CLICK
INTERFACE...



OR WE COULD REQUIRE THE
USER TO CHOOSE AMONG
THOUSANDS OF POORLY
DOCUMENTED COMMANDS,
EACH OF WHICH MUST BE
TYPED EXACTLY RIGHT
ON THE FIRST
TRY.



BEAR IN
MIND, WE'LL
NEVER MEET
A CUSTOMER
OURSELVES.

MAKE IT
SO THEY
HAVE TO
REBOOT
AFTER EVERY
TYPO.



WALLY? I THOUGHT
YOU GOT FIRED.

I DID.

BUT PEOPLE OUTSIDE
THE COMPANY APPEAR
SMARTER. SO THEY
HIRED ME BACK AS
A CONSULTANT FOR
WAY MORE MONEY.

DID YOU UNDERSTAND
THAT? DON'T FEEL
EMBARRASSED TO
ASK FOR
HELP ON THE
HARD STUFF.

DOGBERT! COME
HERE! I'VE DONE
IT!

I CREATED A
MATHEMATICAL PROOF
OF THE EXISTENCE
OF GOD!

GIVE IT
TO ME.

THIS IS A JOB FOR
THE WORLD'S
SMARTEST GARBAGE
MAN.

WHAT CAN I DO
FOR YOU, DOGBERT?

CHECK
THIS
MATH.

CLEVER... BUT HE
TRANPOSED SOME
VARIABLES. THIS
PROVES THE EXISTENCE
OF HIS DOG.

NOW WE KNOW YOU
EXIST. AND I MUST
EXIST BECAUSE "I
THINK, THERE-
FOR I AM."

BUT SINCE DILBERT
WASN'T THINKING
WHEN HE MADE THIS
ERROR, THERE'S NO
PROOF THAT HE
EXISTS.

HEY!

DID YOU JUST
HEAR SOMETHING,
DOGBERT?

THERE'S NO
WAY TO BE
SURE.

THE DOGBERT CONSULTING
COMPANY HAS REVIEWED
THE EXECUTIVE
COMPENSATION PLAN
AS YOU REQUESTED.



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MY CONCLUSION IS THAT
YOU'RE ALREADY
HIDEOUSLY OVERPAID.
I'M RECOMMENDING
NINETY PERCENT PAY
CUTS AND A WHACK IN
THE HEAD FOR EACH OF
YOU.



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I'LL BET
YOU DON'T
GET MUCH
REPEAT
BUSINESS.

OH YEAH, AS
IF I'D WANT
TO SPEND
MORE TIME
WITH YOU.



HOW'S THE JOB
GOING, ANNE?



MUCH BETTER, NOW THAT
I'VE GIVEN UP SLEEP,
EXERCISE AND NUTRITION
IN FAVOR OF
COFFEE.



ANY
ADVERSE
EFFECTS?



THIS IS THE
AORTA OF THE
LAST PERSON
WHO ASKED
ME THAT.



I DECIDED TO CUT YOUR
PROJECT FUNDING IN
HALF BUT KEEP THE
OBJECTIVES THE SAME

5 Adams E-Mail: SCOTTADAMS@aol.com

IT'S A BRILLIANT
PLAN. WE GET ALL
THE BENEFITS AT
HALF THE COSTS!

10-5

WHY IS IT
THAT THE
NUTTIEST
PEOPLE
DEFINE
REALI-
TY?

AND WHY
COULDN'T I
REWRITE THE
BUSINESS CASE
TO INCREASE
REVE-
NUE?

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IN ADDITION TO MY
CURRENT DUTIES, I'LL
BE MANAGING THE
MARKETING GROUP.



S. Adams E-Mail: SCOTTADAMS@aol.com

THE MARKETING JOB
OPENED BECAUSE THE
PREVIOUS MANAGER
GOT RUN DOWN IN THE
PARKING LOT.



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WHEN THEY
NEEDED A
GOOD MANAGER,
THEY KNEW
WHERE TO
LOOK.



UNDER
YOUR
BUMPER?



I'VE NEVER MANAGED
MARKETING PEOPLE
BEFORE. BUT A GOOD
MANAGER CAN MANAGE
ANYTHING.



5 Abbots E-Mail: SCOTT@AMBAKOL.COM

SO... I ORDER YOU TO
GO DO MARKETING
THINGS... LIKE
SEGMENTING AND
FOCUS GROUPS...



AND KEEP ON FOCUSING
AND SEGMENTING UNTIL
WE DOMINATE THE
INDUSTRY !!!



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TWO PEOPLE IN A
FOCUS GROUP LOVED
OUR PRODUCT, SO
WE'RE DOUBLING OUR
PRODUCTION.



S. Adams E-Mail: SCOTTADAMS@aol.com

THE OPINIONS OF
TWO PEOPLE ARE
NOT STATISTICALLY
USEFUL ...



... ESPECIALLY
IF YOU'RE
ONE OF THE
TWO PEOPLE.



I KNEW
THOSE FREE
SANDWICHES
WERE TOO
GOOD TO BE
TRUE.



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Dilbert

By Scott Adams



I BROUGHT DILBERT,
IN CASE YOU HAVE
ANY TECHNICAL
QUESTIONS ABOUT
OUR PRODUCT.



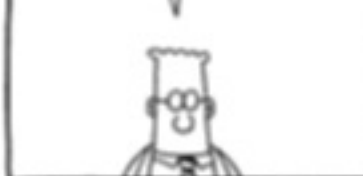
HEH-HEH... ENGINEERS
DON'T KNOW HOW TO
LIE. THE TRUTH WILL
BE MINE.



TED SAID YOUR
PRODUCT IS BUG-FREE.
IS THAT TRUE, DILBERT?



WELL... YES,
THAT'S TRUE.



I MEAN... BASICALLY
TRUE. TECHNICALLY
TRUE. SORT OF...



NO-O-O!! IT'S A LIE!
ALL THE BUGS WERE
RECLASSIFIED AS
SECURITY FEATURES
JUST TO MAKE THE
SHIP DATE!!



AND WE BOTH THINK
YOU COULD BE
ATTRACTIVE IF YOU'D
JUST DO SOMETHING
WITH YOUR HAIR.



WHY DID
I BRING
YOU
ALONG?

THE EVIDENCE
SUGGESTS
THAT YOU'RE
STUPID.



I PREDICT SALES TO BE
NOTHING FOR TWO YEARS
AND THEN TAKE A
SUDDEN SURGE.

WHY?



THE SURGE WAS ADDED
SO I COULD GET THE
BUSINESS CASE APPROVED.
THE TWO-YEAR LAG
GIVES ME TIME TO GET
PROMOTED.



WHAT
ABOUT
ACCOUNT-
ABILITY?

THAT'S WHERE
YOU COME IN.



I'M WRITING
A BOOK OF MY
GUESSES ABOUT
FUTURE TRENDS.

IF IT GETS PUBLISHED
THEN MY GUESSES WILL
SEEM MORE VALID THAN
OTHER PEOPLE'S. I'LL
CHARGE HUGE FEES TO
SHARE MY "VISION" WITH
AUDIENCES.

WHY WOULD PEOPLE PAY
HUGE FEES FOR GUESSES?

TREND NUMBER
ONE IS THAT
PEOPLE AREN'T
GETTING ANY
SMARTER.

DOGBERT THE FUTURIST

SOMEDAY, KEYBOARDS WILL
BE REPLACED BY MOTION-
SENSING RINGS ON YOUR
FINGERS...



E-Mail: SCOTTADAMING@aol.com

S. Adams

THE COMPUTER SCREEN
WILL BE PROJECTED IN
YOUR GLASSES AS A
3-D IMAGE.



THESE DEVELOPMENTS WILL
NOT ENHANCE THE IMAGE OF
TECHNICAL PROFESSIONALS.

ARE YOU AN
ENGINEER?



I'M A MORON.
COMMON
MISTAKE.



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DOGBERT THE FUTURIST

SOCIETY WILL BECOME
DIVIDED INTO
TECHNOLOGY "HAVES"
AND "HAVE
NOTS."



EVENTUALLY THE TWO
GROUPS WILL TAKE
DIFFERENT EVOLUTIONARY
PATHS.



THEN, AS NOW, THE "HAVE
NOTS" WILL BE THE
POLICY MAKERS.

OOG MAKE
MISSION
STATEMENT.



I CAN PREDICT THE FUTURE
BY ASSUMING THAT
MONEY AND MALE
HORMONES ARE THE
DRIVING FORCES FOR
NEW TECHNOLOGY.



THEREFORE, WHEN
VIRTUAL REALITY GETS
CHEAPER THAN DATING,
SOCIETY IS DOOMED.



YEAR 2004

IS DILBERT
AVAILABLE?



HE'S BEEN
IN THE
HOLODECK
SINCE
MARCH.



I'VE GIVEN UP ON THE
WHOLE DATING SCENE.
I'VE DECIDED TO
REPRODUCE BY ASEXUAL
CELL DIVISION



I DIDN'T
REALIZE
THAT WAS
AN OPTION.



YOU NEVER
KNOW UNTIL
YOU TRY.



I THINK I'LL
STEER CLEAR
OF HERE FOR
A WHILE.



DIVIDE!
DIVIDE!



Dilbert

By Scott Adams



I JUST HAD MY ANNUAL MEETING WITH OUR VICE PRESIDENT.



WE DECIDED TO COMBINE YOUR PROJECT WITH PROJECT "BIG FOOT" BECAUSE THEY'RE BASICALLY THE SAME.



THEY'RE NOT THE SAME! IT ONLY SEEMS LIKE IT TO YOU BECAUSE YOU DON'T UNDERSTAND EITHER PROJECT!



OH WELL. IT'S TOO LATE TO DO ANYTHING I TOLD HIM THEY WERE THE SAME.



JUST CALL HIM AND SAY YOU WERE WRONG.



I CAN SEE WHY YOU'RE NOT IN MANAGEMENT.



THE LOGICAL SOLUTION IS TO WAIT FOR THE NEXT BUDGET CUT AND ELIMINATE YOUR PROJECT, THUS SOLVING TWO PROBLEMS.



THERE'S NOTHING MORE DANGEROUS THAN A RESOURCEFUL IDIOT.



I PUT TOGETHER A
TIME LINE FOR YOUR
PROJECT.



S. Adams E-Mail: SCOTTADAMS@aol.com

I STARTED BY REASONING
THAT ANYTHING I DON'T
UNDERSTAND IS EASY
TO DO.



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PHASE ONE: DESIGN A
CLIENT-SERVER ARCHITEC-
TURE FOR OUR WORLD-
WIDE OPERATIONS.
TIME: SIX MINUTES.



EXECUTIVE BOARD ROOM

OUR COMPETITORS ARE
KICKING OUR PASTY
WHITE RUMPS.



I'M BRINGING IN DOGBERT
TO FIRE EMPLOYEES
UNTIL WE'RE STRONGER
THAN THE COMPETITION.



HOW
WILL THE
WORK GET
DONE WITH
NO EMPLOY-
EES?

I'D BETTER
FORM A TASK
FORCE TO
STUDY THAT.



I'VE BEEN ASKED TO
REDUCE HEADCOUNT.

TO BE FAIR ABOUT
IT I CREATED A
SCIENTIFIC
ALGORITHM TO
DECIDE WHO GOES.

I THOUGHT YOU WERE
FIRING THE PEOPLE
WITH THE HIGHEST
SALARIES

OKAY, MAYBE
"ALGORITHM" IS
AN OVERSTATE-
MENT.

GREAT NEWS--
YOU'RE FIRED!



5 Adults 1-800-848-8484

YOU GET A GENEROUS
SEVERANCE PACKAGE,
TWO WEEKS' VACATION,
AND WE HIRE YOU
BACK AS A CONTRACTOR
FOR MORE MONEY!!



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AND I CAN TELECOMMUTE
IF I WANT, BUT SINCE
DRESS CODES DON'T APPLY
TO ME...



IT LOOKS LIKE YOU'RE
OFF TO A THREE-HOUR
STAFF MEETING THAT
DOESN'T APPLY TO ME.



5-Adams 3 E-Mail: SCOTTADAMS@aol.com

I'M GLAD I'M A HIGHLY
PAID CONTRACTOR. I'LL
BE INCREASING MY
SKILLS WHILE YOU FIGHT
TO GET OXYGEN TO YOUR
BRAINS.



10-24

THREE HOURS LATER

I BECAME A MULTIMEDIA
DEVELOPER. HOW WAS
YOUR DAY?



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TO CONFIGURE THE
SOFTWARE , ENTER THE
NAME OF NEXT YEAR'S
ACADEMY AWARD
WINNER FOR BEST ACTOR



10-22

S. Adams E-Mail: SCOTTADAMS@aol.com



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Dilbert

By Scott Adams



OUR PROJECT IS
SIX MONTHS
BEHIND SCHEDULE.



MEANWHILE, OUR
TECHNOLOGY HAS BECOME
OBSOLETE, AND THE
USERS' REQUIREMENTS
HAVE CHANGED.



ANY
SUGGESTIONS?



LET'S STUBBORNLY
PLOD ALONG AND
DELIVER THE USELESS
PRODUCT THAT WAS
ORIGINALLY REQUESTED.

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THAT'S THE DUMBEST
THING I'VE EVER
HEARD!



WE SHOULD RESTART
EVERY TIME SOMETHING
CHANGES. THAT WAY
WE'LL NEVER BE HELD
ACCOUNTABLE
FOR RESULTS!



YOU LOSERS CAN WORK
IT OUT ALONE. I HEARD
THERE'S A JOB OPENING
ON PROJECT CARIBOU.



NEXT ON THE AGENDA:
OUR WEEKLY TEAM-
BUILDING EXERCISE.

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THE COMPANY HIRED AN
ETHICS EXPERT TO HELP
US THROUGH THE GRAY
AREAS.

S. Adams E-MAIL: SCOTTADAMS@AOL.COM

YOUR CALLS TO THE
ETHICS OFFICE ARE
COMPLETELY
CONFIDENTIAL.

THANKS FOR SHARING
THAT. I OWN YOU NOW,
WEASEL-BOY.

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I HAVE A QUESTION
FOR THE ETHICS
OFFICE.



S. Adams E-Mail: SCOTTADAMS@aol.com

IF MY CO-WORKER
HAS A "PENTIUM"
PC AND I HAVE A
386, IS IT OKAY TO
RUN OVER HIS FOOT
IN THE PARKING LOT?



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IT SEEMED LIKE
A LONG-SHOT
WHEN I ASKED.



DOGBERT: ETHICS ADVISOR

WE KNOW OUR PRODUCTS
ARE KILLING PEOPLE,
BUT WE'RE CLAIMING
THE STUDIES ARE
FLAWED.



S. Adams E-Mail: SCOTTADAMS@aol.com

WE'RE PLANNING TO
FOCUS OUR ADVERTISING
ON THE YOUTH MARKET
IN POOR URBAN AREAS.



SO, GIVEN ALL THAT, IS
IT OKAY FOR ME TO
STEAL OFFICE SUPPLIES?

I'D HAVE TO
SAY YES.



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DOGBERT: ETHICS ADVISOR

WE MAIL OUR PRODUCT
TO PEOPLE AND TELL
THEM IT'S FREE FOR
ONE YEAR.



S. Adams E-Mail: SCOTTADAMS@aol.com

THEN WE START NAILING
THEM WITH HIGH FEES
BECAUSE THEY'LL FORGET
THE PROCEDURE FOR
RETURNING THE PRODUCT.
THEY'RE TRAPPED.



SO, DID
YOU HAVE
SOME
ETHICS
ADVICE?

NO. I ASKED
YOU HERE SO
I CAN RETURN
YOUR STUPID
PRODUCT.



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RAY'S OUR NEW
FINANCE GUY. HE'S
GOT A FACE THAT
MAKES YOU HATE HIM
AUTOMATICALLY.



YOU'RE RIGHT.
I'M ALREADY
HATING HIM.

WAIT UNTIL
HE OPENS HIS
MOUTH!



FROM NOW ON I WANT
A BUSINESS CASE TO
JUSTIFY ALL OF YOUR
PHOTOCOPYING.

IS HE A
NATURAL OR
WHAT?!!



HAVE YOU
STARTED TO
HATE THE NEW
FINANCE GUY
YET?

YEAH. I
STARTED
YESTERDAY.



HE SEEMS SO
RIGID.

RIGID AND
INFLEXIBLE.
NOT A TEAM
PLAYER.



DO YOU
HAVE AN
EXTRA
NAPKIN?

I WON'T
REALLY KNOW
UNTIL I'M
DONE.



Dilbert

By Scott Adams



EXHIBIT "A" IS
MY EMPTY LUNCH
BAG, LAST
SEEN FULL.



ONLY THE PEOPLE IN
THIS ROOM HAD THE
MOTIVE AND THE
OPPORTUNITY.



INSPECTOR DOGBERT
WILL INVESTIGATE.



SNIFF!! YOU WERE
IN THE SUPPLY ROOM
WITH WILLY THE MAIL
BOY ALL
MORNING.
YOU ARE
INNOCENT



SNIFF!! I GIVE
YOU A "C+" FOR
HYGIENE BUT YOU
DID NOT
TAKE THE
LUNCH.



SNIFF!!
BOLOGNA...
POTATO CHIPS...
CARROT
STICKS...
HA!!!



THIS IS THE THIEF
WHO TOOK THE DECOY
LUNCH... WHICH WE
LACED WITH SYNTHETIC
FEMALE HORMONES!



YOU CAN'T PROVE
ANYTHING!

IS THERE
SOMETHING
YOU'D LIKE
TO GET OFF
YOUR CHEST?



WHAT'S IN
THE JAR?



IT'S THE
SOUL OF
WILLY THE
MAIL BOY.



S. Adams E-Mail: SCOTTADAMS@aol.com

IF YOU SHAKE IT REAL
HARD AND HOLD IT UP
TO THE LIGHT YOU CAN
SEE IT.



10-20

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THE UNION DIDN'T DO
TOO WELL AT THE OL'
BARGAINING TABLE
THIS YEAR.



THESE AREN'T
OUR GLORY
YEARS.



PROBLEM: OUR PRODUCT DEVELOPMENT PROCESS REQUIRES BUY-IN FROM MANAGERS WHO'D BE HAPPIER IF WE ALL DIED.



MY SOLUTION IS TO CREATE EXECUTIVE OVERSIGHT GROUPS WHO DON'T UNDERSTAND THE ISSUES AND DON'T HAVE TIME TO MEET.



I'M...
I'M
BLIND!

YOU LOOKED
DIRECTLY AT
THE BULB
AGAIN.



THE EMPLOYEE SURVEY
SHOWED THAT 95% OF
THE COMPANY BELIEVES
WE HAVE NO CONSISTENT
STRATEGY.



5. Action 5. E-Mail: SCOTT@AMERICAN.COM

SO THE EXECUTIVES
FORMED A "QUALITY
TEAM" TO DETERMINE
THE ROOT CAUSE OF
THE PROBLEM.



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WE'VE NARROWED IT DOWN
TO EITHER "EMPLOYEES
ARE NINNIES" OR "WE
DESERVE MORE STOCK
OPTIONS."



I'M STARTING AN
INTERDISCIPLINARY
TASK FORCE TO STUDY
OUR DECISION-MAKING
PROCESS

SO, YOU'RE USING A BAD
DECISION-MAKING PROCESS
TO DECIDE HOW TO FIX
OUR BAD DECISION-
MAKING PROCESS?

I DON'T KNOW HOW ELSE
WE COULD FIND THE
SOURCE OF OUR PROBLEM.

X-RAY YOUR
SKULL?

I'VE DECIDED TO MANAGE
BY PHYSICAL INTIMI-
DATION. IF SOMEBODY
SAYS SOMETHING STUPID
I'LL JUST SMACK
THEM.



S. Adams E-Mail: SCOTTADAMS@aol.com

THAT'S THE
STUPIDEST THING
I'VE EVER HEARD.



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ON THE OTHER
HAND, MAYBE I
SHOULD GIVE IT
A CHANCE.



Dilbert

By Scott Adams



I GOT YOUR PROJECT APPROVED BY OUR PRESIDENT!



BUT HE GAVE YOUR BUDGET TO ANOTHER PROJECT.



IT'S PRETTY MUCH DOOMED FROM THE GET-GO.



BUT I HYPED IT UP AT THE EXECUTIVE MEETING SO SOMEBODY ELSE WILL TRY TO TAKE IT OVER.



STEP ASIDE, FOOLS! THIS PROJECT BELONGS TO MARKETING NOW!



OH, PLEASE DON'T TAKE OUR PROJECT.



YES! SLAP!



DO YOU EVER WORRY THAT YOU'RE FINDING JOY IN THE WRONG PLACES?



NOPE.

THIS JOB HAS TAKEN
MY DIGNITY, MY SELF-
ESTEEM, MY CREATIVITY
AND MY PRECIOUS
TIME ON THIS EARTH.



S. Adams E-Mail: SCOTLANDMAGAZINE.COM

YOU'VE TAKEN ALL
I HAVE! THERE'S
NOTHING LEFT TO
GIVE!!!



THE BLOOD DRIVE
IS NEXT WEEK.
THIS YEAR IT'S
MANDATORY... AND
A THREE-PINT
MINIMUM.



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I DON'T MIND
DONATING
BLOOD... IT'S
GOOD FOR
SOCIETY...

FORM
LINE
↓



BUT I'M WORRIED
THAT OUR COMPANY
IS GETTING TOO
COMPETITIVE ABOUT
HOW MUCH WE GIVE
COMPARED TO OTHER
COMPANIES.



MAN, I'M
THIRSTY!!



... AND IF I PILE ENOUGH
BINDERS ON MY CHAIR
I'LL HAVE A WINDOW
VIEW!



5 Addams E-Mail: SCOTT@AMERICANOL.COM

I'VE GOT
TO TRY
THAT.



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WOW! I'VE
NEVER SEEN SO
MUCH INTEREST
IN OUR BUSI-
NESS PLAN!

CAN I HAVE
TWO?



AS YOUR CONSULTANT,
I'LL TELL YOU HOW TO
IMPROVE YOUR BUSINESS
PROCESSES.



I'LL SHOW YOU HOW A
WELL-DESIGNED PROCESS
CAN COMPENSATE FOR
YOUR SLOTH, APATHY
AND ALL-AROUND
INCOMPETENCE.



BUT MOST IMPORTANT:
LET'S HAVE FUN.



DOGBERT THE CONSULTANT

I RECOMMEND LETTING
THE ENGINEERS ORDER
THEIR OWN SUPPLIES
WITHOUT MANAGEMENT
APPROVAL.



S. Adams E-MAIL: SCOTTADAMS@aol.com

YES!!! I'M
RICH!! HA HA
HA HA HA!!!



AND I
RECOMMEND
BUYING
'PUT' OPTIONS
IN YOUR
STOCK.



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ONE OF THESE
DONUTS CONTAINS
A MEMO WHICH
FIRES THE RECIPIENT.



5/10/95 E-Mail: SCOTT@ADAMSON.COM

THIS SEEMED LIKE
THE MOST HUMANE
WAY TO REDUCE
HEAD COUNT.



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HOW WAS
YOUR DONUT?

THE FIRST TWO
WERE GREAT.
THE THIRD WAS
PAPERY.



Dilbert

By Scott Adams



I NEED TO PROMOTE
ONE OF YOU TO THE
DISTRICT MANAGER
POSITION.



DILBERT, YOUR
TECHNICAL KNOWLEDGE
IS TOO VALUABLE
TO LOSE.



DITTO FOR ALICE.
NEITHER OF YOU
CAN BE PROMOTED.



THE ONLY LOGICAL
CHOICE IS TO
PROMOTE AL BECAUSE
HE HAS NO VALUABLE
KNOWLEDGE.



AL!! A DIRECTOR?!!
HE DOESN'T KNOW
WHAT DAY OF THE
WEEK IT IS!!



THEY'RE JUST
GRUMPY BECAUSE
IT'S MONDAY.



IT'S
THURSDAY.

I'M ASSIGNING YOU TO
"THE PROJECT THAT
WOULDN'T DIE."

EVERYBODY LIKES THIS
PROJECT TOO MUCH TO
CANCEL IT, BUT NOT
ENOUGH TO FUND IT
PROPERLY.

AAARG!!

NOW GO
OUT THERE
AND MAIN-
TAIN THE
STATUS QUO!

YOU REALLY
SHOULDN'T
MIX HONESTY
WITH YOUR
MOTIVATIONAL
SPEECHES.



I MADE A
FEW THOUSAND
SUGGESTIONS
ON YOUR FIRST
DRAFT.



S. Adams E-Mail: SCOTT@DAMNGAD.COM

OF ALL THE PLEASURES
OF LIFE, I THINK I
LIKE NIT-PICKING
THE BEST!



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THAT COULD
EXPLAIN THE
BREAK-UP
OF YOUR
MARRIAGE.



YOU
WOULDN'T
BELIEVE
WHAT SHE
THOUGHT
WAS FUN.



DID YOU SEE MY
PROJECT REPORT
YET? IT'S IN A
BIG THICK BINDER.



S. Adams E-Mail: SCOTTADAMS@aol.com

I'M USING IT AS
A FOOT REST.



YOU NEVER WANT TO
HEAR THE WORDS
"FOOT REST" THE DAY
BEFORE YOUR
ANNUAL
PERFORMANCE
APPRAISAL.

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SINCE IMPLEMENTING
OUR "PAPERLESS OFFICE"
CONCEPT, WE'VE SAVED...



S. Adams E-Mail: SCOTTADAMS@aol.com

UH... TEN PERCENT!



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NEXT ON THE
AGENDA: THE
RESTROOM
SITUATION...



THIS IS JUST GREAT... WE ENGINEERS HAVE OLD IBM 286 PCs AND YOU HAVE A SPARC WORKSTATION.



5. Adams E-Mail: SCOTTADAMS@AOL.COM

CORRECT ME IF I'M WRONG, BUT THE ONLY THING YOU KNOW HOW TO DO IS STARE AT THE SCREEN SAVER.



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HOW DOES THAT BALL KEEP BOUNCING?

IF ANYBODY NEEDS ME I'LL BE SCROLLING SOME TEXT.



I SUDDENLY REALIZED
THAT MY JOB PERFORM-
ANCE REFLECTS ON YOUR
CAREER.



5. Address E-Mail: SCOTT@BAMBAOL.COM

THE BALANCE OF POWER
HAS SHIFTED. UNLESS I
GET WHAT I WANT, I'LL
LOWER MY PERFORMANCE
UNTIL YOU GET FIRED.



HA! THERE'S
NO WAY YOU
COULD LOWER
YOUR JOB
PERFORMANCE.

CURSE
YOUR
EYES!



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Dilbert

By Scott Adams



LET'S GO AROUND
THE TABLE AND
SHARE OUR
ACCOMPLISHMENTS.

I CREATED A
DOCUMENT
THIS WEEK.

BUT THIS IS
NO ORDINARY
DOCUMENT!

I BOUGHT A \$500
DESKTOP PUBLISHING
PROGRAM AND TOOK
A TWO-DAY CLASS
TO LEARN IT.

I INCORPORATED
DIGITIZED PHOTOS
AND COLOR HIGHLIGHTS
IN A MULTI-COLUMN
PAGE LAYOUT!

CLIP-ART ICONS ARE
SPRINKLED LIBERALLY
AROUND THE PAGE TO
FORM A VISUAL MOSAIC!

NEXT WEEK - GOD
WILLING - I'LL ADD
A TOPIC AND SOME
CONTENT.

DO YOU REMEMBER
WHEN I SAID YOU
SHOULD ENJOY
YOUR WORK?

I DIDN'T
MEAN IT.

GOD

DOGBERT THE CONSULTANT

A GOOD WAY TO JUDGE
CORPORATE HEALTH IS TO
LOOK AT YOUR EMPLOYEE
TURNOVER RATE.



S. Adams E-MAIL: SCOTTADAMS@aol.com

OUR TURNOVER RATE
IS VERY LOW. WE
ONLY HIRE PEOPLE
WHO AREN'T SKILLED
ENOUGH TO WORK
ANYPLACE ELSE.



10-A1

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MAYBE
METRICS
AREN'T
THE WAY
TO GO
HERE.



NO METRIC
HAS BEATEN
ME YET!!



DOGBERT THE CONSULTANT

YOU CAN GAUGE YOUR
SUCCESS BY THE NUMBER
OF REPEAT CUSTOMERS
YOU HAVE.



5-Adams E-Mail: SCOTT@ADAMSAGENCY.COM

I'M PROUD TO SAY
THAT VIRTUALLY EVERY
CUSTOMER GETS ANOTHER
UNIT WITHIN THREE
MONTHS OF BUYING
THE FIRST ONE!



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WHAT IF YOU
DON'T COUNT
WARRANTY
REPLACE-
MENTS?

OOH...
THEN WE
DON'T LOOK
SO GOOD.



I JUST LOST THE SUBTLE
MENTAL CONNECTION
BETWEEN MY PERFORM-
ANCE AND MY SALARY.



I GET PAID THE SAME
NO MATTER WHAT I DO.
I CAN STAND HERE AND
FLICK MY FINGERS AND
STILL GET PAID.

FLICK
FLICK
FLICK



DO YOU
REALIZE
WHAT THIS
MEANS??!



HEY! YOU'RE
GETTING
PAID FOR
THAT!



LOOK, TED! WE GET PAID
THE SAME AS YOU BUT ALL
WE'RE DOING IS STANDING
AROUND AND FLICKING
OUR FINGERS.



5. Adams E-Mail: SCOTT@AMERICANMAG.COM

COME JOIN US AND
FLICK YOUR FINGERS
IN JOYOUS CELEBRATION
THAT OUR PERFORMANCE
IS NOT LINKED TO OUR
PAY.



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FLICK
FLICK
FLICK
FLICK
FLICK

I DON'T KNOW
WHAT SUCCESS
SOUNDS LIKE,
BUT I'LL BET THIS
ISN'T IT.



LIZ, IF YOU'RE GOING TO
CONTINUE SEEING
DILBERT, YOU'LL HAVE
TO PASS MY TEST.



QUESTION ONE: GIVE
SEVEN HUNDRED
REASONS WHY DOGS
ARE SUPERIOR TO CATS.



WELL, THE FIRST SIX
HUNDRED REASONS
HAVE TO DO WITH
THE FACT THAT YOU'RE
CUTER.
FINGERNAILS!
SHE-DEVIL!



I CAME UP WITH A
NEW NAME FOR OUR
GROUP.



FROM NOW ON WE'RE
THE "ENGINEERING
SCIENCE RESEARCH
TECHNOLOGY SYSTEMS
INFORMATION QUALITY
AND EXCELLENCE CENTER."



YOU SHOULD
THROW
"EFFICIENCY"
IN THERE
TOO.

I DESIGNED
THE BUSINESS
CARDS
MYSELF.



Dilbert

By Scott Adams



I'M MOVING YOU TO A CUBICLE IN THE SOUTH WING.

WHY?

UHM... IT'S MORE EFFICIENT IF MY GROUP IS ALL IN ONE PLACE.

NOT FOR ME. THE PEOPLE ON MY PROJECT TEAM ARE ALL IN THIS WING.

IT WILL IMPROVE COMMUNICATION IN OUR GROUP.

I DON'T NEED TO COMMUNICATE WITH MY GROUP. I ONLY NEED TO WORK WITH MY PROJECT TEAM.

I'LL BET ANOTHER MANAGER WANTS THAT SAME CUBICLE IN THE SOUTH WING. I THINK I'M JUST A PAWN IN YOUR LITTLE GAME.

YOU MOVE TOMORROW.

BY THE WAY, THERE'S A NEW DRESS CODE.

YOU'RE IN MY CUBICLE

YOU CAN ONLY MOVE TO A DIAGONAL CUBICLE.

WE'RE CHANGING THE SALARY PLAN TO MAKE A BIGGER PORTION DEPEND ON THE SUCCESS OF THE TEAM.



WE REASON THAT IF YOUR PAY DEPENDS ON THE SUCCESS OF CO-WORKERS, THEN YOUR PRIORITIES WILL CHANGE.



NOW THAT'S A PRETTY RESUME!

STOP HOGGING THE GOOD PRINTER.



YOU SUBMITTED THE
LOWEST BID TO RUN
OUR NEW TECHNICAL
SUPPORT HOTLINE,
MISTER DOGBERT.

THE OTHER BIDDERS
WOULD LOVE TO KNOW
HOW YOU PLAN TO
HANDLE TWELVE
THOUSAND CALLS A
DAY BY YOURSELF.

TELL THEM
TO CALL ME.

DOGBERT'S TECH SUPPORT

I THINK I KNOW
WHAT YOUR PROBLEM
IS...



5. Adams E-Mail: SCOTT@BAMBADE.COM

TAKE ALL THE PARTS
AND ARRANGE THEM
IN NEAT PILES. NOW
STAND ON YOUR CHAIR
SO YOU CAN SEE ABOVE
YOUR CUBICLE WALL...



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NOW SHOUT "DOES ANY-
BODY KNOW HOW TO READ
A MANUAL?"



DOGBERT'S TECH SUPPORT

ACCORDING TO MY ONLINE
DATABASE, OUR PRODUCT
ISN'T COMPATIBLE WITH
YOUR COMPUTER.



S. Adams E-Mail: SCOTTADAMS@aol.com

IT'S ALSO INCOMPAT-
IBLE WITH ALL OTHER
COMPUTERS AND ALL
OTHER SOFTWARE
INCLUDING OUR OWN.



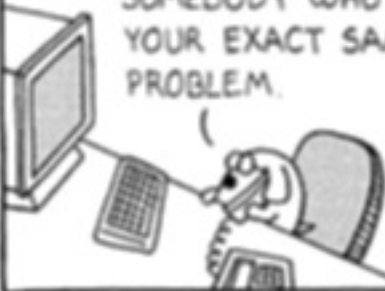
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AND THOSE RED BLOTCHES
ON YOUR HANDS - THAT'S
BECAUSE OUR BOX IS
MADE OF POISON IVY.



DOGBERT'S TECH SUPPORT

PLEASE WAIT WHILE
I CONSULT WITH
SOMEBODY WHO HAS
YOUR EXACT SAME
PROBLEM.



J. Adams E-Mail: SCOTTADAMS@aol.com

HOW DO
YOU
COMPENSATE
FOR A
TINY BRAIN,
RATBERT?



I JUST SAY
I'M WAY TOO
BUSY TO
LEARN. THEN
I GET SOME-
BODY ELSE
TO DO MY
WORK.



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I'M GOING TO
TRANSFER YOU
TO AN EXPERT.

SOMETIMES I
PRETEND TO
BE DEAD.



DOGBERT'S TECH SUPPORT

SO... THERE ARE THREE
MENU CHOICES AND
THE FIRST TWO DIDN'T
WORK...



5-Action's E-Mail: SCOTT@AMERICANMAG.COM

SOME PEOPLE WOULD
HAVE RECKLESSLY TRIED
THE THIRD CHOICE
BEFORE CALLING FOR
HELP. BUT I CAN
TELL YOU'RE DIFFERENT.



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LET'S BE HONEST WITH
OURSELVES, DAVE. DO
YOU THINK ANYBODY IS
GOING TO READ A MEMO
FROM YOU?



Dibbert

By Scott Adams



WE'RE WAITING FOR TED, THEN WE CAN HEAD FOR THE RESTAURANT.



WHILE WE'RE WAITING, I'LL RETURN A FEW PHONE CALLS.



LET'S GO! HEY, WHERE'S WALLY?



THE CHAIN REACTION HAS BEGUN.



WHY CAN'T WE DO THIS SIMPLE THING?



I'LL BE IN THE LADIES ROOM.



WHERE'S ALICE?

I'VE GOT TO MAIL A LETTER. I'LL TAKE MY CAR AND MEET YOU THERE.



I CAN MAKE SOME CALLS.



YOU'RE THE ONLY ONE WHO KNOWS WHICH RESTAURANT WE'RE GOING TO!



ALICE KNOWS WHERE IT IS. TELL HER IT'S THE ONE WITH THE FOOD.



HAS YOUR TEAM FINISHED ENGINEERING THE NEW MISSILE GUIDANCE CHIP?



I THINK IT'S TIME TO GIVE PEACE A CHANCE.



WE'VE STUDIED THE
JAPANESE MODEL
AND DECIDED TO COPY
THEIR BEST PRACTICES.



LONG
TERM
INVEST-
ING?

KARAOKE!



SHAFT! CAN YOU
DIG IT? ♪

THANK GOD WE
DON'T HAVE
LIFETIME
EMPLOY-
MENT.



I'M PUTTING YOU IN
CHARGE OF GETTING
OUR "ISO 9000"
CERTIFICATION.



5. Adams E-Mail: SCOTTADAMS@aol.com

WE DON'T KNOW
WHAT IT IS, BUT IT
LOOKS GREAT ON
BROCHURES.



I THINK IT CERTIFIES
THAT WE FOLLOW A
CONSISTENT PROCESS.



THAT'S US; WE
ALWAYS LIE ON
OUR BROCHURES.



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THANK YOU FOR COMING
TO THE "ISO 9000"
PROJECT KICK-OFF
MEETING.



S. Aulomys E-Mail: SCOTT@DANKMAG.COM

EACH OF YOU WAS
HAND-PICKED BY
YOUR MANAGER FOR
THIS PROJECT
BECAUSE...



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WELL... NEVER
MIND WHY.



HERE'S THE BASIC PLAN
FOR GETTING OUR "ISO
9000" CERTIFICATION.



EACH OF YOU WILL CREATE
AN INSANELY BORING,
POORLY WRITTEN
DOCUMENT. I'LL COMBINE
THEM INTO ONE BIG
HONKIN' BINDER.



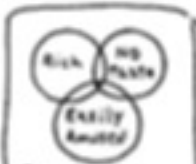
I'LL SEND COPIES TO
ALL DEPARTMENT HEADS
FOR COMMENT. THEY WILL
TREAT IT LIKE A DEAD
RACCOON AND ROUTE IT
TO THE FIRST PASSERBY.



YOUR TARGET MARKET IS
THE HIGH INCOME GROUP.
THEY'RE THE ONLY ONES
WHO CAN
AFFORD YOUR
PRODUCT.



MORE SPECIFICALLY,
THEY MUST BE RICH,
TASTELESS AND EASILY
AMUSED. I'VE LOCATED
A CLUSTER
OF THEM
TO STUDY.



THAT DOG'S WATCHING
US GOLF AGAIN.



THE EMPLOYEE SURVEYS
INDICATE SOME
DISSATISFACTION IN
MY GROUP. THAT AFFECTS
MY PAY.



YOU'RE MY GRUMPIEST
EMPLOYEE, SO I'M
GOING TO FIRE YOU TO
BRING UP MY AVERAGE
SCORE FOR MORALE.



I THINK I'M
GETTING BETTER
AT ALL THE
TOUCHY-FEELY
STUFF.



Dilbert

By Scott Adams



WE'VE IMPLEMENTED AN "EMPLOYEE OF THE MONTH AWARD."



THE WINNER GETS TO PARK IN A SPECIAL SPACE RIGHT BEHIND THE AREA RESERVED FOR MANAGERS!



THAT'S LIKE SAYING THE VERY BEST EMPLOYEE ISN'T AS GOOD AS THE WORST MANAGER.



NO, YOU'RE JUST AS GOOD BUT... UM... LESS IMPORTANT.



PERSONALLY, I'M FEELING ALL CHARGED UP ABOUT THIS PROGRAM!



I'M GOING TO WORK DAY AND NIGHT TO INCREASE MY CHANCES FOR BETTER PARKING!!



BUT WAIT! I RIDE THE TRAIN TO WORK!



WE'RE OFF TO A ROCKY START.

I'M CHECKING THE BUILDING
FOR ENVIRONMENTAL
HAZARDS.



S. Adams E-Mail: SCOTTEADAMS@aol.com

HAVE YOU BEEN FEELING
TIRED, NERVOUS
AND DISORIENTED?



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YOU JUST
DESCRIBED
MY ENTIRE
CAREER.



IF YOU START
FEELING
GOOD, RUN
FOR THE EXIT.





I'M FOLLOWING
YOU TO WORK.



5-Adams E-Mail: SCOTTADAMS@AOL.COM

I'LL START OUT AS AN
ANNOYING RODENT.
BUT WITH HARD WORK
AND TRAINING I'LL
WORK MY WAY UP TO
ENGINEER.



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MAY I SUGGEST
A CAREER IN
MARKETING?

IS THIS THE
CUTEST LITTLE
BRIEFCASE OR
WHAT?!



OUTWARDLY, YES, I'M A RAT. BUT MY BUBBLY PERSONALITY AND MY UTTER LACK OF SKILL MAKE ME WELL-SUITED FOR A CAREER IN MARKETING.



WOULD YOU MIND TERRIBLY IF I GNAWED ON YOUR PHONE CORD?



WE HAVE AN OPENING IN LOBBY SECURITY.

I'M INSULTED!



I DIDN'T GET THE
JOB IN MARKETING.
THEY SAY I HAVE
NO EXPERIENCE.



TRY INVITING YOURSELF
TO MEETINGS. NOBODY
EVER SAYS NO. AND
THEY'RE TOO TIMID TO
KICK YOU OUT ONCE
YOU SIT DOWN.



DOES ANYBODY WANT
TO SPLIT A DONUT?
I'LL JUST TAKE HALF
AND LEAVE THE REST.



SINCE YOU WON'T GO AWAY, I'LL MAKE YOU AN INTERN.

GREAT!
WHAT'S AN INTERN?

YOU'LL SPEND YOUR DAY IN A HIGH-TRAFFIC CUBE TRYING TO LOOK BUSY. YOUR MAIN FUNCTION IS TO MAKE THE REST OF US GLAD WE'RE NOT YOU.

HOW DID PEOPLE EVER LOOK BUSY BEFORE COMPUTERS?

S. Adams E-Mail: SCOTTADAMS@AOL.COM

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EXCUSE ME... I'M ONLY
AN INTERN, BUT MAY I
MAKE A SUGGESTION?

LET'S FORM MULTI-
DISCIPLINARY TASK
FORCES TO REENGINEER
OUR CORE PROCESSES
UNTIL WE'RE A WORLD
CLASS ORGANIZATION!

SOUNDS
GOOD.
GO DO
IT.

I'M MORE
OF AN
IDEA RAT.

5. Adams
E-MAIL: SCOTTADAMS@AOL.COM

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Dilbert

By Scott Adams



DOGBERT TEACHES
BUSINESS
MATH



1 ANY JOB THAT
CAN BE DONE BY
TWO PEOPLE...



... CAN BE DONE BY ONE
PERSON FOR HALF THE
COST.



2 A BONUS TODAY
IS WORTH MORE
THAN...



... THE WHOLE COMPANY
TOMORROW.



3 YOUR EXPENSE
REQUIREMENTS
FOR DECEMBER CAN BE
CALCULATED...



... BY TAKING WHAT'S
LEFT IN THE BUDGET AND
MULTIPLYING BY ONE.



NEXT WEEK, A
DOCTOR WITH A
FLASHLIGHT SHOWS
US WHERE SALES
PROJECTIONS COME
FROM.



THE COMPANY HAS
DECIDED TO COMPETE
FOR THE "MILLARD
BULLRUSH QUALITY
AWARD."



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E-mail: SCOTT@DRAWINGBOB.COM

BULLRUSH? ISN'T HE
THE POLITICIAN WHO
WENT SNORKELING AND
GOT KILLED BY A
SEA TURTLE?



THEY'RE
FASTER
THAN
THEY
LOOK.

I THINK WE
CAN WIN
THIS.

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DESCRIBE HOW YOU USED
"TOTAL QUALITY" METHODS
ON YOUR LAST PROJECT.
WE'RE APPLYING FOR THE
MILLARD BULLRUSH QUALITY
AWARD.



YOU KNOW I DIDN'T USE
"TOTAL QUALITY." I'D
HAVE TO LIE.



SADLY, MILLARD PASSED
AWAY BEFORE HE COULD
INVENT THE MILLARD
BULLRUSH "HONESTY"
AWARD.



I HAVE TO SUBMIT MY PROJECT FOR A "QUALITY" AWARD. I'LL NEED YOUR HELP ON THE DISHONEST PARTS.



THE REAL STORY IS THAT THE PROJECT LOST ITS BUDGET BECAUSE ITS ACRONYM WAS SIMILAR TO A PROJECT THAT WAS CANCELED.



ASSUME YOUR PROJECT WOULD HAVE FAILED AND CLAIM THE SAVINGS FROM AVOIDING IT.



YOU'RE SPOOKY.

I FINISHED OUR WRITE-UP
FOR THE NATIONAL
MILLARD BULLRUSH
"QUALITY" CONTEST.



S. Adams E-Mail: SCOTTADAMS@aol.com

IT TOOK TWO WEEKS
OF OTHERWISE
PRODUCTIVE TIME, AND
EVERYTHING BUT OUR
ADDRESS IS A LIE.



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DO YOU
KNOW
WHAT
IRONY
IS?

I SEND MY
SHIRTS TO A
SERVICE.



HERE'S MY BID TO RUN
YOUR TELEMARKETING
COMPANY. BASICALLY,
IT'S NO COST TO YOU.

MY TELEMARKETERS PAY
THEMSELVES. IF THEY GET
A FEEBLE-MINDED PERSON
ON THE PHONE THEY
CHARGE THEM TRIPLE AND
POCKET THE DIFFERENCE.

THERE'S NO
WAY I CAN
LOSE.

DON'T ANSWER
YOUR HOME PHONE
FOR A FEW
WEEKS.

THERE'S A
STRANGE
SMELL IN
THE CUBES.

WE'RE USING
AROMA TECH-
NOLOGY!



FOR EXAMPLE, RESEARCH
SHOWS THAT THE SCENT
OF LEMON MAKES
EMPLOYEES MORE ALERT.



THAT'S
NOT
LEMON.

MY JOB'S
EASIER WHEN
YOU GUYS
AREN'T TOO
ALERT.



Dilbert

By Scott Adams



IT'S SEVEN O'CLOCK,
ED. TIME TO CALL
IT A NIGHT.



I'M PLANNING TO
WORK ALL NIGHT



I'M NOT VERY BRIGHT
SO I WORK LONG
HOURS TO COMPENSATE.



ED, WE'RE NOT BETTER
OFF WHEN YOU DO
EXTRA WORK.



I'M NOT QUITE
FOLLOWING YOUR
LOGIC.



WE ALL WORKED LATE
UNDOING WHAT YOU
DID YESTERDAY.



WE VOTED TO
DUCT-TAPE YOU
TO YOUR CHAIR.



IT'S UNCANNY
HOW MANY
PROBLEMS
YOU CAN
SOLVE WITH
DUCT TAPE.



SOMETIMES
I USE IT
INSTEAD
OF UNDER-
WEAR.

I HIRED A PROFESSIONAL
TO HELP US DESIGN
OUR PRODUCT INTERFACE.



5. Adipos E-Mail: SCOTT@DANING.NOL.COM

HIS LAST JOB WAS AS
AN INTERNATIONAL
TERRORIST. IT'S NOT
A PERFECT FIT BUT HE
WENT TO YALE.



SO, I
HEAR
YOU WENT
TO YALE,
SVEN.



I YUST GOT
OUT LAST
WEEK.



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MY THEORY IS THAT A
COMPUTER INTERFACE
SHOULD HURT THE USER.



S. Adams E-Mail: SCOTTADAMS@MCL.COM

SO I DESIGNED SOME
NEW SOUNDS INTO OUR
PRODUCT. WE'VE GOT
"SOUND OF PUKING,"
"FINGERNAILS ON BLACK-
BOARD" AND "BIRD
HITTING WINDOW."



6.7-71

BUT SUPPOSE THE USER
DOES SOMETHING WRONG.
THEN WE HAVE THE SOUND
OF A PUKING BIRD
HITTING A BLACKBOARD.



SURE, WE COULD BRING
SOME STRANGERS IN TO
TEST OUR PRODUCT FOR
EASE OF USE...



BUT THAT COULD TAKE
ALL AFTERNOON AND
COST AT LEAST A
HUNDRED DOLLARS.



AND ALL IT PROVES IS
STRANGERS ARE STUPID.

SOMETIMES
THEY HAVE
GOOD CANDY.



REMEMBER THE OLD
SAYING, RATBERT:
YOU CAN LEAD A HORSE
TO WATER...



S. Adams 8-Min. SCOTTADAMING.COM

... BUT BY THE TIME
YOU GOT THERE YOU'D
SMELL LIKE A HORSE
AND YOUR BUTT WOULD
HURT.



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IF YOU STUCK A HOSE
IN A HORSE'S MOUTH
AND TAPED IT THERE,
COULD YOU MAKE THE
HORSE DRINK?

YEAH, I'VE
TRIED IT.



I'VE DECIDED THAT OUR
NEXT TEAM-BUILDING
EXERCISE WILL BE A
PAINTBALL TOURNAMENT.



S. Adams E-Mail: SCOTTADAMS@aol.com

THIS IS NOT
A GOOD THING.



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IT'S A
DECEPTIVELY
EASY SPORT.



I'M GOING TO MAKE
YOUR GROUP A "SELF-
MANAGED TEAM."



S. Adams E-Mail: SCOTTADAMS@aol.com

ALL OF THE VITAL
MANAGEMENT TASKS
THAT I'VE BEEN DOING
WILL NOW BE SHARED
AMONG YOU.



STOP YOUR WORK
AND GIVE ME A
STATUS REPORT!

TRACK
YOUR
TIME.



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Dilbert

By Scott Adams



WELL, YOU NEVER REALLY ANSWERED THE QUESTION I LEFT ON YOUR VOICE MAIL.

IS THIS A CASE OF SIMPLE INCOMPELIGENCE OR A PRETEXT OF SOMETHING FAR MORE SUBLTLE?

IT'S THE SUBLTLE ONE.

I'VE ADOPTED AN OFFENSIVE STRATEGY IN WITHHOLDING INFORMATION TO MAKE MYSELF APPEAR MORE VALUABLE.

NOW I ONLY RETURN PHONE CALLS I WANT AT NIGHT AND LEAVE INCOMPLETE ANSWERS.

IN PERSON, I ACT OVERWORKED AND IRRATIONAL SO PEOPLE STOP ASKING QUESTIONS.

IF CORNERED, I SIGH DEEPLY AND RECOUNT OLD WAR STORIES THAT DON'T RELATE TO THE QUESTION.

NO COLLEAGUE CAN OUTWIT ME!

WHAT IF THEY TEAM UP?

I ACCOMPLISHED TWICE AS
MUCH AS WALLY THIS YEAR,
BUT WE GOT EXACTLY THE
SAME TINY RAISES.



I'M WONDERING IF THIS
IS A CLEVER SHIFT IN
MANAGEMENT PHILOSOPHY
OR A SIMPLE APPLICATION
OF YOUR IGNORANCE?



YOU'RE
STARTING
TO ANNOY
ME.

AND THAT
WOULD
AFFECT MY
PAY HOW?



CONGRATULATIONS, WALLY.
I'VE SELECTED YOU TO
HEAD UP OUR CAMPAIGN
FOR "UNITED CHARITY."



I CHOSE YOU NOT ONLY
BECAUSE YOU'RE THE
LEAST VALUABLE MEMBER
OF THE GROUP, BUT ALSO
BECAUSE YOU'RE SO
DARN PITIFUL.



HONESTY IS THE
BEST POLICY
UNLESS IT'S BEING
DONE TO YOU.



YOUR CONTRIBUTIONS
TO "UNITED CHARITY"
ARE BELOW AVERAGE
FOR YOUR PAY LEVEL.



S. Adams E-MAIL: SCOTTADAMS@AOL.COM

ACTUALLY, I DONATE
TEN PERCENT OF MY
INCOME AND THOUSANDS
OF HOURS TO LOCAL
GROUPS NOT ON YOUR
APPROVED LIST.



..."NOT A
TEAM
PLAYER."

I FUND AN
AGENCY THAT
KEEPS PEOPLE
LIKE YOU
AWAY FROM
SOCIETY.



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BE AT THE "UNITED
CHARITY" KICKOFF
TOMORROW.



I HIRED A HEADLESS
MAN TO BE OUR
INSPIRATIONAL
SPEAKER.



...AND THAT'S HOW
"UNITED CHARITY" GAVE
ME BACK MY DIGNITY.
ANY QUESTIONS?



HOW DO YOU
SHOW UP ON A
HEADCOUNT
REPORT?

CHANGE THESE
DATES... AND ADD
SIX MORE MEETINGS.
AND USE THE PHRASE
"CUSTOMER FOCUS."



5-22-05 E-Mail: SCOTT@BRAINBAG.COM

UH-OH... YOUR MICRO-
MANAGEMENT HAS CAUSED
MY EGO TO MANIFEST
ITSELF AND BEG FOR
SURVIVAL.



I'M
SHRINKING!



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RUN AND GET
ME SOME PAPER
TOWELS... FIVE OF
THEM... FROM THE
MEN'S ROOM.



LOOK, RATBERT. AN ENTIRE
COMPUTER HAS BEEN
BAKED INTO ONE SILICON
CHIP.



THANKS! I DON'T MIND
IF I DO!



YOU ATE MY
COMPUTER.

I'M A
CYBORG.





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WE'RE TAKING AWAY YOUR
INDIVIDUAL CUBICLES.
IN THE NEW SYSTEM YOU'LL
SIGN UP FOR WHATEVER
CUBE IS OPEN THAT DAY.



IT'S BASED ON THE MODEL
OF PUBLIC RESTROOMS.
BUT I CALL IT "HOTELING"
BECAUSE IT INCREASES
MY CHANCES OF GETTING
TIPS.



EACH CUBICLE WILL HAVE
A COMPUTER, A CHAIR,
AND A ROLL OF NOTE
PAPER... TAKE ONE AND
PASS IT AROUND.



NOW THAT WE DON'T HAVE
OUR OWN CUBICLES I
HAVE TO KEEP MY BINDERS
IN THIS SHOPPING
CART.



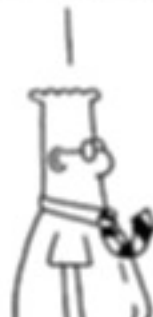
5 Adams E-Mail: SCOTTADAMS@aol.com

AND I'VE DEVELOPED
A STRONG INTEREST
IN GRAFFITI AS A
WAY TO EXPRESS MY
INDIVIDUALITY.



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WELL...
IT COULD
BE WORSE.



I'M THINKING
OF JOINING
A GANG.



I'M STARTING MY OWN
VENTURE CAPITAL FIRM.



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5 Adams

I'M ATTRACTED TO THE
CONCEPT OF WATCHING
PEOPLE WITH MORONIC
IDEAS BEG FOR
MONEY.



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1-11

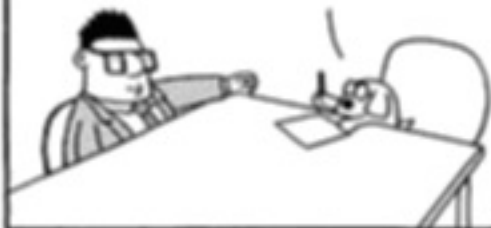
WILL YOU
ACTUALLY
FINANCE
ANYBODY?

THAT WOULD
SORT OF CRIMP
THE MIRTH.



DOGBERT, VENTURE CAPITALIST

YOU'LL USE YOUR TECHNICAL
EXPERTISE AND I'LL DO
THE BUSINESS STUFF.
SIGN HERE.



SINCE YOU'RE THE
INVENTOR OF THE TECH-
NOLOGY, YOU'LL GET 100%
OF THE SPECIAL DECORATIVE
NON-EQUITY STOCK. I'LL
SETTLE FOR ALL THE
COMMON STOCK.



I HOPE
WE CAN
AVOID THE
TENSION
THAT SOME
PARTNERS
EXPERI-
ENCE.

GIVE ME MY
PEN, YOU
MISCREANT.



DOGBERT, VENTURE CAPITALIST

MY IDEA IS TO DEVELOP
A WORD PROCESSING
PROGRAM FOR WINDOWS.



THAT'S AN INTERESTING
CONCEPT. I WONDER
IF TWENTY DOLLARS
WOULD BE ENOUGH.



TO START
A SOFT-
WARE
COMPANY?

NO, TO PAY
OUR WAITRESS
TO BEAT YOU
WITH A LOAF
OF FRENCH
BREAD.



DOGBERT, VENTURE CAPITALIST

I'LL INVEST UP TO FIVE
MILLION DOLLARS
IF YOU'LL AGREE TO
SOME STANDARD
CONDITIONS.



5 Adams E-Mail: SCOTTADAMING@AOL.COM

I WILL BE CHAIRMAN OF
THE BOARD AND OWN
99% OF THE COMPANY.
YOU WILL WORK FOR FREE
AND WASH MY CAR TWICE
A WEEK.



CAN I MOW
YOUR LAWN
INSTEAD OF
WASHING
YOUR CAR?



YOU'RE A
TOUGH BAR-
GAINER, BUT
I PREFER
MULTIMEDIA
DEVELOPERS
FOR MY
GARDENING
NEEDS.

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Dibbert

By Scott Adams



OUR NEW PHILOSOPHY IS "WE DO IT RIGHT THE FIRST TIME."

"THIS WILL INSPIRE YOU TO HIGHER QUALITY BECAUSE YOU'LL REALIZE MISTAKES ARE NOT TOLERATED."

QUESTION

SINCE MISTAKES ARE INEVITABLE, WOULDN'T YOUR PHILOSOPHY INSPIRE US TO AVOID COMPLETING ANYTHING?

WE'LL BE PARALYZED BY THE FEAR OF MISTAKES, VICTIMS OF OUR OWN UNREALISTIC PHILOSOPHY.

YOU MIGHT AS WELL HAVE A PHILOSOPHY THAT SAYS "WE PUNISH ANYBODY WHO DOES ANYTHING."

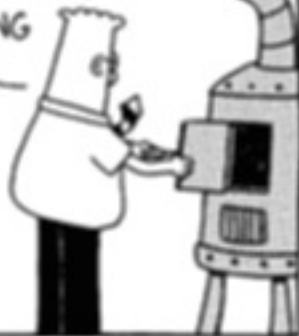
I VALUE YOUR OPINION.

GALLY, I WANT YOU TO MAKE SOME POSTERS THAT SAY "WE DO IT RIGHT THE FIRST TIME."

WALLY'S PARALYZED

NEXT ITEM: WHY IS EMPLOYEE MORALE SO LOW?

I'M INSTALLING
A PAPER-BURNING
STOVE TO LOWER
OUR HEATING
BILLS.



I'LL FUEL IT WITH
ALL THE USELESS
DOCUMENTS I GET
AT WORK.



I'VE BEEN
NOTICING
HOW MUCH
STUFF YOU
TAKE HOME.
YOU MUST
LOVE YOUR
WORK.



IT GIVES ME
A WARM
FEELING.



WE'VE ALL NOTICED
THE VOLUME OF WORK
YOU CARRY AROUND.
YOUR QUIET LEADER-
SHIP INSPIRES US.



S. Adams E-Mail: SCOTTADAMS@aol.com

I'D LIKE TO PROMOTE
YOU TO MANAGER SO
YOU CAN IMBUE
OTHERS WITH YOUR
WORK ETHIC.



DOES HE
KNOW YOU
USE THE
DOCUMENTS
TO HEAT
OUR HOUSE?

NO. AND I
ASKED HIM
TO PUT THE
JOB OFFER
IN WRITING.



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I CAN'T DECIDE IF I SHOULD STAY WITH ENGINEERING OR PURSUE A CAREER IN MANAGEMENT.



Syndicated by SCOTT ADAMS INC. E-MAIL: SCOTTADAMS@AOL.COM

IN MY HEART I'M AN ENGINEER BUT I HEAR A VOICE CALLING ME TO THE DARK SIDE.



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I FOUND YOUR PROBLEM.



IF I LEFT ENGINEERING AND
BECAME A MANAGER WOULD
I BE AS SEXY AS I AM
NOW, LIZ?



I THINK IT WOULD
DECREASE YOUR SEX
APPEAL BY 17%. BUT
THAT'S JUST A
PLANNING NUMBER.



WHAT IF I GOT
MY HAM RADIO
LICENSE TO
COMPENSATE FOR
THE LOSS?



LOOK AT MY
ARM: GOOSE
BUMPS.

COME TO THE DARK SIDE,
DILBERT. RENOUNCE
ENGINEERING AND BECOME
A MANAGER.

NEVER!!



3-Adams E-Mail: SCOTTADAMS@aol.com

YOUR TECHNICAL KNOWL-
EDGE IS GETTING STALE.
YOU'RE BECOMING A
GENERALIST... TAKE
THE EASY PATH.



I BROUGHT YOU A SUITE
OF APPLICATIONS THAT
ALL WORK TOGETHER.

THAT'S
UNNATURAL!!!
BE GONE!!!



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I'M PROMOTING YOU
TO TEAM LEADER.

DO I GET
A RAISE?

THERE'S NO EXTRA
MONEY, JUST EXTRA
RESPONSIBILITY. IT'S
HOW WE RECOGNIZE
OUR BEST PEOPLE.

I THOUGHT
ALL THE GOOD
PEOPLE LEAVE
FOR BETTER
COMPANIES.

THAT'S
ANOTHER
WAY TO
RECOGNIZE
THEM.

Dilbert

By Scott Adams



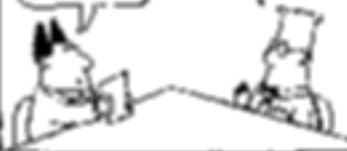
HOW
NATURE
PROTECTS
WEAK
PRODUCTS



FIRST, THE ENGINEER
PADS HIS SCHEDULE

SIX
MONTHS?

AT LEAST



ONE MONTH TO BUILD
THE PRODUCT AND
FIVE MONTHS TO
PLAY "DOOM" ON
MY COMPUTER



THEN THE MANAGER PADDS
THE SCHEDULE AS A CLEVER
NEGOTIATING PLOY.

ONE YEAR... UNLESS YOU
ADD PEOPLE TO
MY TINY EMPIRE



THEN THE VICE PRESIDENT
PADDS THE SCHEDULE TO
AVOID LOOKING BAD TO
THE PRESIDENT

EIGHTEEN
MONTHS



MEANWHILE, THE SALES
PEOPLE ARE MAKING UP
NUMBERS BECAUSE NOBODY
Tells THEM ANYTHING.

TWO MONTHS... AND IT
SOLVES EVERY PROBLEM
YOU HAVE!



THIS CAUSES THE CUSTOMERS
TO DEVELOP IRRATIONAL
DESPITE FOR THE PRODUCT

GIVE ME "THE
"BETA" TEST
VERSION IN
ONE MONTH



THUS NATURE DISMISSES
WEAK PRODUCTS AS "BETA"

CARDBOARD?
THAT'S
STUPID.

OH... THEN
IT'S BETA



AS YOU KNOW, I'VE BEEN
PROMOTED TO TEAM
LEADER.



WILL YOU DECIDE RAISES?

NO

DO YOU APPROVE EXPENSES?

NO

DO YOU FIRE PEOPLE?

NO



I'M A
LEADER,
NOT A
MANAGER.

WELL, RUN
ALONG AND
WE'LL BE
RIGHT BEHIND
YOU.



AS TEAM LEADER, I THINK
I SHOULD GET SOME PERKS
SO PEOPLE KNOW MY
STATUS.



S. Adams E-Mail: SCOTT@ADAMS.COM

I'LL HAVE YOUR CUBICLE
WALLS SPRAYED WITH
A SPECIAL THICKENING
AGENT. IT MIGHT LOOK
THE SAME, BUT TRUST ME,
PEOPLE WILL KNOW
HOW THICK YOU
ARE.



I'M JUST LIKE YOU,
WALLY, BUT THICKER.



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I HATE BEING
TEAM LEADER. IT'S
SO STRESSFUL.



S. Adams E-Mail: SCOTTADAMS@aol.com

I HAVE RESPONSIBILITY
BUT NO AUTHORITY. I
FEEL LIKE I'M AN
ANIMAL IN SOME WARPED
BEHAVIORAL STUDY.

DING



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ON THE PLUS
SIDE, THE
PELLETS ARE
EXCELLENT.

TAKE
PELLET



MAYBE WE COULD
FORM A VISION
STATEMENT OF OUR
CONCEPTS FOR
REQUIRE-
MENTS.



5-Adapted E-Mail: SCOTTADAMING@AOL.COM

OR MAYBE WE CAN
BOUND OUR STRAW-
MAN BY THE MISSION-
CRITICAL FUNCTIONS
OF OUR QUALITY
VECTOR!



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YOU'RE
SHAMELESS.

THERE'S A FINE
LINE BETWEEN
PARTICIPATION
AND MOCKERY.



WE'VE BEEN ASKED TO
REDUCE OUR BUDGET.
I'M GOING TO OFFER
TO CUT YOUR PROJECT
BECAUSE IT'S THE
MOST CRITICAL.



S. Adams E-Mail: SCOTTADAMS@aol.com

THE FINANCE GUYS
WON'T DARE CUT THAT
PROJECT. MY PLOY WILL
SPARE US FROM ANY
CUTS AT ALL.



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EXCUSE ME
WHILE I
PANIC.



TELL ME AGAIN
WHAT YOUR
PROJECT IS
ABOUT. THEY
MIGHT ASK.



IVE ONLY
WORKED HERE
ONE DAY BUT
I THOUGHT OF
A GREAT IDEA.



S. Adams E-Mail: SCOTTADAMS@aol.com

ZIP

SPLOOSH



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THE FIRST
IDEA IS
ALWAYS THE
TOUGHEST.

THE URGE
EVENTUALLY
GOES AWAY.



Dilbert

By Scott Adams



I'LL BE DOWN
AT THE LAKE,
PUSHING
PEOPLE IN

YOU NEED A
NEW HOBBY,
BOSS?

IT'S A
SPORT!

HAVING
ANY LUCK
TODAY?

YEAH, I GOT ME A
PRETTY ONE. YOU SHOULD
HAVE SEEN IT FLOPPING
AROUND. BEAUTIFUL!

"FAULTIER!!" ARE YOU
SAYING THERE'S BEAUTY
IN CAUSING A TOWER
FIRM OF LIFE TO SUFFER?

ONLY IT'S A
BIG ONE.

HOW
MUCH
DO YOU
WEIGH?

OH, ABOUT
210 POUNDS,
I RECKON

WOULD YOU MIND
FLOPPING AROUND
SOME MORE?

IT'S
SCAUFFIN!

THIS LAPTOP COMPUTER
WEIGHS TOO MUCH. DO
WE HAVE ANYTHING
LIGHTER?



WHY DON'T YOU JUST
DELETE FILES TO
LOWER THE WEIGHT
ON THAT ONE?



THAT'S A
THOUGHT.

TECHNICALLY, I
ONLY ASKED
WHY NOT.



YOUR IGNORANCE
SEEMS TO HAVE NO
LIMIT. YOUR
OPINIONS ARE
IDIOTIC.



S. Adams E-Mail: SCOTTADAMS@aol.com

YOUR PERSONAL
HYGIENE LEAVES
MUCH TO BE
DESIRED. YOUR
FAMILY IS UGLY.



SEND
E-MAIL

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YOU'RE MIGHTY BRAVE
IN CYBERSPACE, FLAME-
BOY.



MY STATUS REPORT IS
A BIT LIGHT THIS WEEK
BECAUSE I'M HAVING AN
E-MAIL FLAME WAR WITH
WALLY.



WALLY REFUSES TO ADMIT
MY TECHNICAL SUPERIORITY
OR HIS SIMIAN ANCESTRY.
IT IS MY OBLIGATION TO
SET HIM STRAIGHT.



I'M THINKING THIS SOME-
HOW ELEVATES MY RANK
IN THE HERD AND
IMPROVES MY MATING
POSSIBILITIES.



I'M PROTESTING THE
COMPANY'S DRESS CODE.
I REFUSE TO DRESS LIKE
A WOMAN.



S. Adams E-Mail: SCOTTADAMS@AOL.COM

HIGH HEELS AND PANTY-
HOSE ARE DESIGNED
TO MAKE WOMEN LOOK
LIKE HELPLESS LITTLE
ORNAMENTS FOR THE
PLEASURE OF MALE
VIEWERS!



S. Adams E-Mail: SCOTTADAMS@AOL.COM

I'VE NEVER HAD
PLEASURE VIEWING
YOU. I SWEAR.

THANK YOU
FOR YOUR
SUPPORT.



I'M DRESSING LIKE A MAN
TO PROTEST THE COMPANY'S
DRESS CODE.



5-Adams E-Mail: SCOTT@ADAMS.COM

SO, WHAT YOU'RE
SAYING IS THAT YOU'RE
ACTUALLY A WOMAN.
IS THAT YOUR CLAIM?



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THAT'S
NOT
EXACTLY
THE
POINT.



I SAW "THE
CRYING GAME."
DON'T DO
ANYTHING
THAT WOULD
MAKE ME
HEAVE.



I RANKED ALL OF YOUR
ASSIGNMENTS BY
PRIORITY SO YOU WON'T
WASTE TIME ON UNIMPOR-
TANT STUFF.



EVERYTHING IS AN "A"
PRIORITY EXCEPT FOR
"PERSONAL LIFE."



THIS
HELPS
A LOT.



I'M STILL WORK-
ING ON THE LIST
OF "MUST DO"
"B" PRIORITIES.



Dilbert

By Scott Adams



DOGBERT
EXPLAINS
LEADERSHIP



LEADERS START
THEIR CAREERS
AS MORONS.



THEY ARE DRAWN TO
MEETINGS LIKE MOTHS
TO A MORTAL LIGHT



THE SUCCESSFUL MORON
WILL HAVE A VERY HIGH
BLADDER-TO-BRAIN
RATIO



THEY PREVAIL IN ALL
DECISIONS BECAUSE THEY
ARE IMPERVIOUS TO LOGIC
OR COFFEE



THESE QUALITIES ARE
PERCEIVED AS LEADERSHIP

YOU'RE
PROMOTED!



AFTER SEVERAL PROMOTIONS
THEIR JOB TENDS TO
MATCH THEIR TALENTS.

I AWARDED YOU
THIS AWARD.



CONCLUSION: LEADSH-
SHIP IS NATURE'S WAY
OF REMOVING MORONS
FROM THE PRODUCTIVE
FLOW



I HAVE AN ETHICAL QUESTION ABOUT TELECOMMUTING, DOGBERT.



5. Allen's E-mail: SCOTTADAMSBAGL.COM

DO I OWE MY EMPLOYER EIGHT PRODUCTIVE HOURS, OR DO I ONLY NEED TO MATCH THE TWO PRODUCTIVE HOURS I WOULD HAVE IN THE OFFICE?



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WELL, WHEN YOU FACTOR IN HOW YOU'RE SAVING THE PLANET BY NOT DRIVING, YOU ONLY OWE ONE HOUR.



AND THIS MEETING COUNTS.

DAY TWO OF TELECOMMUTING
IS GOING SMOOTHLY. I HAVE
ELIMINATED ALL OPTIONAL
HABITS OF HYGIENE.



2/7

S. Adams E-mail: SCOTTADAMS@AOL.COM

MY CO-WORKERS ARE A
FADING MEMORY. I AM
LOSING LANGUAGE SKILLS.
I TALK TO MY COMPUTER
AND EXPECT ANSWERS.



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FOR REASONS THAT ARE
UNCLEAR, MY DOG WEARS
A GAS MASK AND SHOUTS
TARZAN-LIKE PHRASES.



DAY THREE OF TELECOMMUTING:
I SPEND THE MORNING
THROWING MY PEN IN THE
AIR.



S. Adams E-mail: SCOTTADAMS@AOL.COM



2/18

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THE AFTERNOON IS SPENT
IN SILENT APPRECIATION
OF HOW MUCH BETTER THIS
IS THAN BEING IN THE
OFFICE.



ON MY FOURTH DAY OF
TELECOMMUTING I REALIZE
THAT CLOTHES ARE TOTALLY
UNNECESSARY.



SUDDENLY I AM STRUCK
BY A QUESTION: WHY
DON'T MONKEYS GROW
BEARDS?



I CALL A MEETING TO
DISCUSS THE ISSUE BUT
ATTENDANCE IS LOW.

ISSUE ONE:
MONKEY
BEARDS.

LET'S GO
AROUND THE
TABLE AND
INTRODUCE
OURSELVES.



WHEN YOU CONSIDER THE
HOURS I WORK, I MAKE
LESS PER HOUR THAN
THE JANITOR!



5-Admny E-mail: SCOTTADAMS@aol.com

LOOK WHAT WAS
BLOCKING THE PIPES!
IT TOOK ME ALL
MORNING TO PLUNGE
THE RASCAL OUT.



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I LOVE
MY JOB.

I'M GIVING
HIM A
RAISE.



I'D LIKE EACH OF YOU
TO GIVE ME A CURRENT
RÉSUMÉ.



NOW, DON'T BE ALARMED.
IT'S JUST SO THE NEW
VP CAN GET TO KNOW
YOU. IT'S NOT AN
OBVIOUS PRELUDE TO
MASSIVE STAFF CUTS.



SHOULD I
BE WORRIED
THAT YOU
ALL HAVE A
CURRENT
RÉSUMÉ
ON YOU?

DON'T WORRY.
IT'S NOT AN
OBVIOUS PRELUDE
TO MASSIVE DIS-
LOYALTY!



I'M PUTTING YOU
ON THE STRATEGIC
PLANNING TEAM.

IT'S LIKE WORK
BUT WITHOUT THE
SATISFACTION OF
ACCOMPLISHING
ANYTHING.

YOU'RE NEW, SO
LET ME EXPLAIN
HOW THIS WORKS.

WE HAVE MEETINGS
AND TALK ABOUT
THE COMPANY'S
STRATEGY IN VAGUE
EMOTIONAL
TERMS.

IN TIME, WE CONVINCE
OURSELVES THAT WE'RE
MORE THAN MEDIOCRE
THINKERS WHO SIT
AROUND COMPLAINING.

WE START BELIEVING
OUR OPINIONS WILL
STEER THE COMPANY.
WE FEEL IMPORTANT.
WE FEEL ALIVE!!

THEN WE SNAP OUT
OF IT AND MAKE
VIEWGRAPHS THAT
SAY WE SHOULD KEEP
DOING WHAT
WE'RE
DOING.

I LIKE
MAKING
VIEW-
GRAPHS.

ACTUALLY,
WE USE
LAST YEAR'S
VIEWGRAPH

I'M ASKING EVERYBODY TO
QUANTIFY THEIR CONTRI-
BUTIONS TO REVENUE.
YOUR PAY WILL DEPEND
ON IT.



2/13

5 Adults E-mail: SCOTTADAMSBAGL.COM

I REALIZE THIS IS HARD
TO QUANTIFY BECAUSE
YOU'RE DESIGNING
FUTURE PRODUCTS BUT...

HERE YOU
GO.



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A BILLION DOLLARS?
IT'S AS IF YOU CYNICALLY
BELIEVE WE CAN'T TRACK
THESE NUMBERS.

THAT CROSSED
MY MIND.



YOU SHOULD ALL FOLLOW
WALLY'S EXAMPLE OF HOW
HE QUANTIFIES HIS
CONTRIBUTION TO
REVENUE.



Salary E-mail: SCOTTADAMBRAD.COM

BASICALLY, I ASSUMED
MY PROJECT WOULD FAIL
WITHOUT ME. THEREFORE
ALL THE REVENUE IT
GENERATES CAN BE
ATTRIBUTED TO ME.



AREN'T
WE ALL
ON THE
SAME
PROJECT?

YES, BUT
EVIDENTLY
WE'RE NOT
ALL EQUALLY
VALUABLE.



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WALLY, YOU JUST SENT ME
THE SAME E-MAIL YOU SENT
LAST WEEK.



5 Address E-mail: SCOTT@AMSBAD.COM

I'M RERUNNING THE
"BEST OF WALLY"
WHILE I'M ON IN-CUBE
SABBATICAL.



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HOW LONG
IS YOUR
SABBATICAL?

SIX MONTHS
SO FAR,
AND YOU'RE
THE FIRST
TO NOTICE.



I WAS SO
LATE I HAD
TO PUT ON
MY MAKEUP
IN THE CAR.

YEAH, I HAD
TO SHAVE IN
THE CAR.



2/1/88

S. Adams E-Mail: SCOTTADAMS@aol.com

THAT'S NOTHING.
I WAS SO LATE THAT I
HAD TO GIVE MYSELF
A SPONGE BATH IN
THE CAR.



AREN'T YOU
THE DRIVER
FOR YOUR
CARPOOL?

YOU'VE
NEVER
HEARD
SUCH
WHINING.



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THE PROBLEM...

WE'RE SO UNDER-STAFFED THAT THE PROJECT IS SIX WEEKS BEHIND SCHEDULE.



THE ANALYSIS...

I CAN'T ADD PEOPLE...
I CAN'T CHANGE THE
DUE DATE... I CAN'T
IGNORE IT.



THE RESULT...

HE WANTS DAILY
STATUS REPORTS
UNTIL THE SITUATION
IMPROVES.



BAD NEWS

WE'RE NOT GIVING
ANY RAISES.



MAKING IT WORSE

BUT WE THINK WORK
IS ITS OWN REWARD.



MAKING IT MUCH WORSE

EXPECT TO GET REWARDED
ABOUT TWICE AS MUCH
NEXT YEAR.



BOSS TYPES

FIND YOUR BOSS ON THIS HANDY REFERENCE.

HOSTAGE TAKER: TRAPS YOU IN YOUR CUBICLE AND TALKS YOUR EARS OFF.



FRAUD: USES VIGOROUS HEAD-NODDING TO SIMULATE COMPREHENSION.



MOTIVATIONAL LIAR: HAS NO CLUE WHAT YOU DO BUT SAYS YOU'RE THE BEST.



OVER PROMOTED: TRIES TO MASK INCOMPETENCE WITH POOR COMMUNICATION.

LET'S QUALITIZE OUR PARADIGM SO WE DON'T OVER INUNDATE WITH DATUMS.



WEASEL: TAKES CREDIT FOR YOUR HARD WORK.

THIS BONUS IS FOR DRILLIANTLY FORCING YOUR STAFF TO WORK 80 HOUR WEEKS.



MOSES: PERPETUALLY WAITS FOR CLEAR SIGNALS FROM ABOVE.

DON'T DO ANYTHING IMPORTANT YET.

NEVER HAVE.



PERFECT BOSS: DIES OF NATURAL CAUSES ON A THURSDAY AFTERNOON.

SHOULD WE DO SOMETHING?

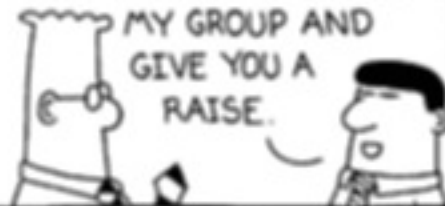
THREE DAY WEEKEND!!



RELIABLE SOURCES SAY
YOUR PROJECT WILL BE
CANCELLED, DILBERT.



YOU SHOULD ABANDON IT
NOW AND COME WORK ON
MY PROJECT. WHEN MY
BIG PROMOTION GOES
THROUGH NEXT MONTH, I'LL
TRANSFER YOU TO
MY GROUP AND
GIVE YOU A
RAISE.



THAT'S VERY TEMPTING
EXCEPT FOR THE FACT
YOU'RE A PATHOLOGICAL
LIAR.

BE CAREFUL WHAT
YOU SAY - I
HAVE SUPER
POWERS.



DOGBERT, I NEED YOUR
HELP DEALING WITH A
PATHOLOGICAL LIAR AT
WORK.



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YOU'RE IN LUCK. I
HAPPEN TO HAVE A
PH.D. IN LIATOLOGY
FROM THE MASSACHU-
SETTS INSTITUTE OF
TECHNOLOGY.



I'D LOVE TO
SEE YOUR
DIPLOMA.



I'LL MAIL
IT TO YOU.



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WE'VE BEEN HAVING A PROBLEM WITH BLACK-OUTS. THE OFFICE LIGHTS ARE CONTROLLED BY MOTION DETECTORS.



5 Panels E-mail: SCOTTADAMSBAGL.COM

I HIRED A TEMP TO WALK AROUND AND FLAP HIS ARMS SO THE LIGHTS WON'T GO OFF.



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ANOTHER JOURNALISM MAJOR ENTERS THE WORKFORCE.

IT SEEMS LIKE A WASTE. MAYBE HE COULD FAN US.



ALICE, I'M ALMOST
DONE WITH YOUR
PERFORMANCE
APPRAISAL.

GASP ☹

I HAVEN'T HAD AN
APPRAISAL IN FOUR
YEARS. YOU MUST BE
STARTING A DOCUMEN-
TATION TRAIL SO YOU
CAN FIRE ME LATER.

I'LL
WORK
24 HOURS
A DAY!!

THAT WAS
WAY MORE
MOTIVATIONAL
THAN I'D
HOPE D.

I'M TERRIFIED ABOUT
MY PERFORMANCE REVIEW
TOMORROW.



2/24

S. Adams E-mail: SCOTTADAMS@aol.com

MEN HAVE IT EASIER.
YOU'VE BEEN CONDITIONED
BY YEARS OF REJECTION
AND GENERAL
DISDAIN.

WE'RE
LUCKY
THAT WAY.



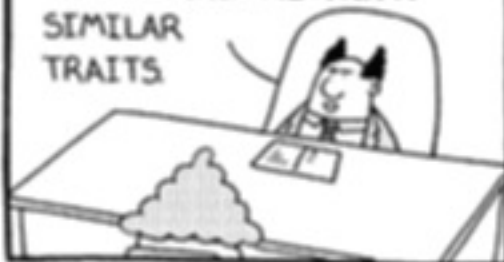
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OVERALL, I RATED
YOUR PERFORMANCE
AS "SIMIAN."

THANKS!



I'VE REPLACED THE OLD
RATING SYSTEM WITH A
FRIENDLIER METHOD. NOW
I COMPARE EACH OF YOU
TO AN ANIMAL WITH
SIMILAR
TRAITS.



5-Adults E-mail: SCOTTADAMSBAGL.COM

I RATED YOU
"TYRANNOSAURUS
REX."



2/25

T. REX - THE
MIGHTIEST
DINOSAUR!!

THINK IN TERMS
OF BRAIN SIZE.



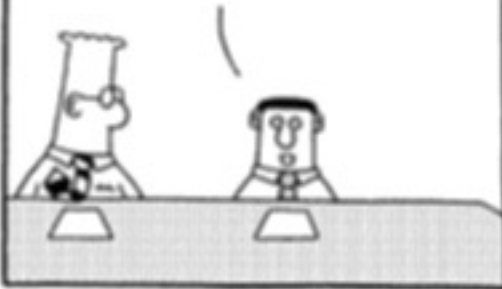
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Dilbert

By Scott Adams



I'M HAPPY TO REPORT
THAT THE "EXCELLENCE
IN TEAMING" READ-OUT
IS NEARLY READY.



S. Adams E-mail: SCOTTADAMS@aol.com

IT'S TAKEN FORTY
PEOPLE FROM A DOZEN
DEPARTMENTS TO
COMPLETE THE STUDY.
WE FINALLY GOT
COMPLETE BUY-IN.



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IS THAT
THE STUDY
OF WHY
WE CAN'T
MAKE
DECISIONS?



ORIGINALLY,
BUT IT EVOLVED
INTO MORE OF
A DISCUSSION
OF SQUIRREL
MIGRATION
PATTERNS.



AND TED GETS THIS
"SINGULAR ACHIEVEMENT"
AWARD FOR CREATING
THE "WE ARE TEAMS"
CAMPAIGN.



5 Abbots E-mail: SCOTTADAM@AOL.COM

IT'S A CHECK FOR
A THOUSAND DOLLARS!
LET'S ALL GIVE TED
A HAND.



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**SLAP
WHACK
OW!!**

THESE THINGS
NEVER WORK
THE WAY
YOU WANT
THEM TO.



WHY IS IT THAT I NEVER
HAVE TIME TO EAT BUT
YOU MEN ARE IN HERE
EVERY DAY AT 11:35?



BECAUSE THE HOURS WE
SPENT UPGRADING OUR
PC'S HAVE FINALLY
PAID OFF BY GREATLY
IMPROVING OUR
EFFICIENCY.



I THOUGHT IT WAS
BECAUSE WE GET
HUNGRY AT 11:30.

WE CAN'T
REVEAL ALL
OUR SECRETS.



WE'RE ANNOUNCING
TWO NEW PROGRAMS
FOR EMPLOYEES.



THE FIRST IS A NEW
DIGNITY ENHANCEMENT
PROGRAM AND THE
SECOND IS OUR NEW
RANDOM DRUG TESTING
INITIATIVE.



THE CLUE
METER IS
READING
ZERO.

YOU EACH GET
A HANDSOME
COFFEE MUG
AS PART OF
THE KICK-OFF.



DROP YOUR TROUSERS
AND TURN AROUND. I
NEED A DNA SAMPLE.



WE'RE SCANNING FOR
ANY FATAL GENETIC
PROBLEMS THAT COULD
HURT PRODUCTIVITY.



UH... WE DECIDED
TO MOVE YOUR
PROJECT DEADLINE
UP A WEEK.



FROM NOW ON,
SALARIES WILL BE
BASED ON YOUR
PREDICTED SUCCESS,
NOT YOUR PAST
PERFORMANCE.



WE RAN A COMPUTER
MODEL AGAINST YOUR
EDUCATION AND DNA
INFORMATION. WE
PREDICT YOU'LL DIE
IN A STAPLER
MISHAP WITHIN
A WEEK.



WHAT IF I
DISAGREE
WITH THIS
PREDICTION?



WRITE UP
YOUR OPINION
AND STAPLE
IT TO THE
ANALYSIS.



Dilbert

By Scott Adams



"WE'RE GOING
DOWN TOWN TO
"PLAY" SECURITY
GUARDS IN
SPACE."

"I DON'T
WANT TO
KNOW."

"LET'S TRY
THAT BUILD
ING."

"I'LL NEED TO
SEE YOUR I.D.
BADGE, SIR."

"LOOK FAST!
THERE IT
IS! NOT A
PACK OF
MATCHES!!"

"I... HAVE TO SEARCH
YOUR LUNCH BOX."

"IT'S JUST A BUNCH
OF WIRES AND
GIZMOS."

"YOU'RE
MAKING
ME SO
HUNGRY."

"COULD YOU WATCH
MY LUNCH WHILE
I TAKE THE CART
BACK TO MY CAGE?"

"I FEEL BAD,
BUT IT'S THE ONLY
WAY TO TEST IF
SPACE TRAVEL IS
SAFE FOR US
ANIMALS."

"I FEEL SAD,
ALREADY."

CAN YOU EXPLAIN
WHY YOU'RE A WEEK
BEHIND SCHEDULE?

5. Adams E-mail: SCOTTADAMS@aol.com

YOUR POOR LEADERSHIP
HAS DRAINED ME OF
THE ENTHUSIASM THAT
IS NECESSARY TO
SUCCEED. BUT IT'S NOT
COMPLETELY YOUR
FAULT.

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FRANKLY, YOUR
PARENTS HAVE
TO ACCEPT SOME
RESPONSIBILITY
FOR CREATING
YOU.

EVEN IF
THEY
WERE
DRUNK?

WE NEED TO FINISH YOUR
PROGRAM TWICE AS FAST,
SO I'M ADDING A PERSON
TO HELP YOU.



3. Adding E-mail: SCOTTADAMS@aol.com

YOU MIGHT NEED
TO TRAIN HIM
A LITTLE BEFORE
HE'S PRODUCTIVE.



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TELL ME AGAIN
WHAT THE BIG
GLOWING
THING IS.



ARE YOU WORKING
TWICE AS FAST SINCE
I DOUBLED YOUR
STAFF?



5-Adams E-mail: SCOTTADAMSBRAOL.COM

I'VE CODED TWELVE
MODULES... BARRY IS ON
A JOURNEY OF DISCOV-
ERY WHERE HE WILL FIND
OUT MY MOUSE IS NOT A
MICROPHONE.



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THAT WOULD EXPLAIN
WHY NOBODY EVER
COMMENTS ON MY
ANNOUNCEMENTS
OVER THE P.A.
SYSTEM.



FROM NOW ON, THE
MANAGERS AT MY LEVEL
WILL BE CALLED "THOUGHT
LEADERS."



S. Adams E-mail: SCOTTADAMS@aol.com



WHAT'S WRONG WITH
THIS PICTURE?



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YOUR PERFORMANCE THIS YEAR WAS GOOD, BUT YOU WORKED ON TASKS THAT AREN'T IMPORTANT. THEREFORE YOU GET A TINY RAISE.



5-Adams E-mail: SCOTTADAMS@aol.com

I WORKED ON THE TASKS YOU ASSIGNED. WHAT'S THAT SAY ABOUT YOUR PERFORMANCE?



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IT'S EXCELLENT. I GET A BONUS FOR KEEPING SALARIES LOW.

HAVE YOU SEEN ANY LITERATURE ON WORKPLACE VIOLENCE?



UH-OH... THE MANAGERS
ARE GOING TO ANOTHER
CLOSED-DOOR MEETING.



S. Adams E-mail: SCOTTADAMS@AOL.COM

IT MUST BE ABOUT
PAY CUTS OR
LAYOFFS. I'M DOOMED.
I'D BETTER WORK ON
MY RESUME NOW.



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OKAY, SO FAR OUR
"LEADERSHIP VISION"
SAYS "WE INSPIRE
EMPLOYEES TO ACTION."
DOES ANYBODY HAVE
UPGRADES?



Dilbert

By Scott Adams



DID YOU REVIEW MY DRAFT DOCUMENTATION YET?

UH, I'LL GET TO IT SOON

THAT'S WHAT YOU'VE BEEN SAYING SINCE JULY!!

I KNOW I'M ONLY A LOUZY TECHNICAL WRITER, AND YOU'RE A BIG IMPORTANT ENGINEER...

BUT IS IT TOO MUCH TO ASK FOR YOU TO GLANCE AT THE FRUITS OF MY LABORS?!!!

FIVE LOUSY MINUTES IS ALL IT WOULD TAKE TO VALIDATE MY VALUE ON THIS PLANET! READ IT, YOU PETID PILE OF COMPOST!!

OKAY, OKAY! I'LL READ IT RIGHT NOW!

THESE PAGES ARE BAAAA! YOU'VE BEEN SHUFFLING FOR MONTHS!

I THINK I'LL SO HAVE A YUMMY COMPOS: IN AD WITH DELECTIOUS PETED CHEESE!

I'M GOING TO LOOK UP THOSE WORDS!

I PROMISE THAT IF I
DECIDE TO BUY YOUR
COMPANY I'LL GLADLY
RECOMMEND A POSITION
FOR EACH OF
YOU.



S. Albany E-mail: SCOTTADAMS@AOL.COM

REALLY? YOU'D
MAKE SURE WE
ALL GOT JOBS?



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NO, BUT I'LL
RECOMMEND
A "POSITION."



MY CONSULTANT WILL
AUDIT YOUR COMPANY
TO MAKE SURE THERE
ARE NO SURPRISES
BEFORE I BUY IT.



5-Adams E-mail: SCOTTADAMS@aol.com

I USE HIM BECAUSE
HE'S SEEN SUCH
HIDEOUS THINGS
THAT NOTHING
SCARES HIM.



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YOUR STOCK WAS \$30 PER SHARE WHEN I OFFERED TO BUY THE COMPANY, BUT THANKS TO SOME TIMELY LEAKS TO THE MEDIA YOUR VALUE HAS PLUNGED.



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HOWEVER, IF YOU SELL RIGHT NOW I'LL PAY THE FULL \$30 FOR YOUR STOCK.

I RECOMMEND WE DO IT.



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DONE. \$30 PER SHARE IS MORE THAN FAIR.

YEAH, "PER SHARE" WOULD HAVE BEEN FAIR.

ANYBODY WANT A COPY?



AS NEW OWNER OF THIS COMPANY I HEREBY BAN ALL MEETINGS OVER ONE HOUR. THE DRESS CODE IS CASUAL. STATUS REPORTS ARE OPTIONAL!



NO MORE MISSION STATEMENTS OR "VISIONS." OUR MOTTO IS "HAVE FUN, SATISFY CUSTOMERS, MAKE MONEY."



AND STOCK OPTIONS FOR ALL.

WE CAN FIT FIVE MORE IN THIS CUBICLE IF WE REMOVE THE CHAIR.



THE RUMORS ARE DESTROYING
OUR PRODUCTIVITY. WE CAN'T
WORK WITH ALL THIS
UNCERTAINTY.



5 Adults E-mail: SCOTTADAMS@AOL.COM

I PLAN TO BUY PROVEN
TECHNOLOGY AND HIRE
CONTRACT EMPLOYEES.
YOU'LL BE GOPHERS FOR
THE CONTRACTORS UNTIL
YOU RESIGN IN DISGUST
AND HUMILIATION.



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IS THERE ANY
WAY TO GET
BACK TO
UNCERTAINTY?



I'LL SEE
WHAT I
CAN DO.

NOW THAT YOU OWN
THE COMPANY, WHAT
DO YOU PLAN TO DO?

TRIM MIDDLE
MANAGEMENT.

I'LL FIRE ANYBODY WHO
GIVES ME A DOCUMENT
MARKED "FYI." THOSE
PEOPLE HAVE TOO MUCH
TIME ON THEIR HANDS.

ARE YOU SURE
THIS WILL SET
ME APART FROM
THE OTHER
MANAGERS?

YOU'LL BE
SURPRISED
HOW
QUICKLY.

5 Adams E-mail: SCOTTADAMS@aol.com

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Dilbert

By Scott Adams



I HIRED A NEW
DIRECTOR OF HUMAN
RESOURCES TO
HANDLE THE DOWN-
SIZING.



I NEEDED SOMEBODY WHO
ACTS LIKE A FRIEND
BUT SECRETLY DELIGHTS
IN THE MISERY OF ALL
PEOPLE.



WE NEED TO TALK, PAUL.
BUT FIRST I'M GOING
TO BAT YOUR HEAD
AROUND AND SCRATCH
YOU.



HEE HEE!!
THAT'S SO
CUTE!

CATBERT THE HR DIRECTOR

HERE'S THE NEW ORG
CHART. MAYBE YOU'RE
ON IT AND MAYBE NOT.



5. Adipem's E-mail: SCOTTADAMSP@AOL.COM

OOH! NICE TRY!
SO CLOSE. TOO
BAD.



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IT'S FUN TO PLAY
WITH THEM BEFORE
DOWNSIZING THEM.



COME SEE THE
NEW ORG
CHART.



OOPS, CHANGED
MY MIND!



WHAM!!

OUCHIE.

I'M SORE,
BUT I'VE
NEVER FELT
SO FREE.

S. Adams E-mail: SCOTTADAMS@aol.com

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I'VE DECIDED TO SELL
THE COMPANY FOR A
HUGE PROFIT. I FOUND
SOME VERY DISCRIM-
INATING BUYERS.



WHEN YOU SAY
DISCRIMINATING,
YOU MEAN...?

THEY HATE
PEOPLE FROM
THIS COUNTRY.



IT'S OKAY.
WE HAVE
LAWS TO
PROTECT
US.

THEY'RE LAZY,
BUT AT LEAST
THEY'RE
FUNNY!



HOW COULD THE
ELBONIANS AFFORD
TO BUY THIS COMPANY?
THEIR WHOLE COUNTRY
IS JUST MUD.



5. Address E-mail: SCOTT@AMSBAG.COM

THEY PACKAGED THE
MUD AND SOLD IT AS
A COSMETIC ON THE
"COUCH
SHOPPING
NETWORK."
THEY MADE
TRILLIONS.



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AT LEAST
THEY KNOW
HOW TO
MANAGE
RESOURCES.



THEY SOLD THEIR
ENTIRE COUNTRY
IN LITTLE JARS.
MOST ELBONIANS
PERISHED IN
MOLTEN LAVA
AT THE EARTH'S
CORE.



... BUT BY FAR, THIS
COMPUTER IS OUR MOST
USER-FRIENDLY.



THE PRE-INSTALLED
SOFTWARE HAS ONLY
ONE BUTTON. AND WE
PRESS IT BEFORE IT
LEAVES THE FACTORY.



WHAT
DOES
IT DO?



WHOA! I'M IN
OVER MY HEAD.
LET ME GIVE
YOU THEIR
TECH SUPPORT
NUMBER.



Dilbert

By Scott Adams



PLEASE ENTER
PHOTOCOPIER
ACCESS CODE

WHAT'S THE
CODE FOR THIS
MACHINE?

THAT'S
PROPRIETARY
INFORMATION

WE WORK FOR THE
SAME COMPANY.
MY CUBICLE IS
DOWN THE HALL.

I HAVE NO WAY
OF VERIFYING
YOUR CLAIM. ANY-
BODY COULD COME
IN HERE AND SAY
THAT

ASK ME A QUESTION
THAT ONLY AN EMPLOYEE
OF THIS COMPANY
COULD ANSWER.

OKAY

WHAT IS THE
ACCESS CODE
FOR THIS
COPYR?

I JUST
HAVE ONE...

IN A WAY, I'M GLAD
THE ELBONIANS RUN
THIS COMPANY NOW.



AFTER YEARS OF BEING
THE ONLY FEMALE ENGIN-
EER I'LL ENJOY WATCH-
ING THE ELBONIANS
DISCRIMINATE AGAINST
YOU GUYS.



I DIDN'T REALIZE
YOU HAD COFFEE
WENCHES IN
THIS COUNTRY
TOO.



IN THIS COUNTRY
WE HAVE A CUSTOM
WHEN MEN ASK
WOMEN TO FETCH
COFFEE.



S. Adams E-mail: SCOTTADAMS@aol.com

STAND UP...
THAT'S IT...
NOW THIS
WILL REALLY
SURPRISE
YOU.

OH
GOD



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I'VE NEVER SEEN
ANYBODY GET
KICKED INTO
HIS HAT
BEFORE.

THAT'S
GOTTA
HURT.



OUR ELBONIAN OWNERS
SOLD THE COMPANY TO
OUR BIGGEST
COMPETITOR.



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OUR MOTTO IS
"IF YOU CAN'T
BEAT 'EM,
JOIN 'EM."

I WONDER
WHAT THEIR
MOTTO IS.



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THEIR MOTTO IS
"AFTER YOU BEAT
'EM, HUMILIATE
'EM."

IT'S NOT VERY
CATCHY.



I BUILT A SPREADSHEET
TO COMPARE OUR RELATIVE
QUALITIES. I'M AFRAID
I'M TWENTY PERCENT
TOO GOOD FOR YOU.
WE MUST STOP
DATING.



NO! LOOK, LIZ, YOU HAVE
THE WRONG FORMULA IN
THIS COLUMN! THAT MUST
MEAN I HAVE HIGHER
MATH SKILLS THAN YOU!
WE'RE ALMOST EVEN!



YOU LEFT
THAT ERROR
IN THERE
INTENTION-
ALLY.

MY LAST
BATCH OF
FLOWERS IS
WILTING.



I'D LIKE TO KICK-OFF THE
PROJECT WITH THE
TRADITIONAL BAD-
MOUTHING OF THE GUY
WHO WORKED ON THIS
BEFORE.



HE'S SO SLIMY THAT
SLUGS POUR SALT ON
HIM. HIS BRAIN
WOULD RATTLE
IN A FLEA'S
SKULL!



OH, AND I'LL
NEED YOUR
FILES.

FLEAS
DON'T
HAVE
"SKULLS"!!



EACH OF YOU WILL WRITE
YOUR OBJECTIVES AND
GIVE THEM TO ME.



THEN I WILL SCULPT
THESE DISPARATE PIECES
OF CLAY INTO AN
ELEGANT TAPESTRY
WHICH WILL BE OUR
BUSINESS PLAN.



OUR BUSINESS
PLAN WILL BE
LIKE A CLAY
TAPESTRY?



FEEL FREE
TO QUOTE
ME.

Dibbert

By Scott Adams



TO LIKE YOU GUYS
TO CHECK AMQ'S
ADVERTISING
MATERIALS FOR
TECHNICAL ACCURACY.



IS THIS
SUPPOSED TO BE
FUNNY?

I DON'T
GET IT.



I'M ONLY LOOKING
FOR TECHNICAL
HELP HERE.



HEY! MAYBE YOU COULD
SAY SOMETHING ABOUT
THOSE WARNING TAGS
ON MATTRESSES! NOW
THAT WOULD BE FUNNY!



OR HOW ABOUT THE FACT
THAT YOU CAN'T LOOK
UP SOMETHING IN THE
DICTIONARY IF YOU CAN'T
SPELL IT? THAT'S
FUNNY!



YOU'RE ENGINEERS,
NOT COMEDIANS!!
I WANT TECHNICAL
HELP!!!



THIS GUY HAS
AN XP-6. IT
SHOULD BE
AN XP-7.

THAT'S
BETTER.



AND HE SHOULD
BE SAYING "I'VE
FALLEN AND I
CAN I GET UP?"

AND
PICKED
THESE
COLORS?



MY LAPTOP COMPUTER
IS LOCKED UP. CAN
YOU HELP?

REMEMBER YOU HAVE TO
HOLD IT UPSIDE DOWN
AND SHAKE IT TO
REBOOT.

OH, THAT'S
RIGHT.

I WONDER IF HE'LL EVER
REALIZE WE GAVE HIM
AN "ETCH-A-SKETCH."

5 Adams E-mail: SCOTTADAMS@aol.com

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DOGBERT THE CONSULTANT

YOUR BEST BET IS TO
RELOCATE THE COMPANY
TO RUSSIA.



5-Adams E-mail: SCOTTADAMS@aol.com

YOU CAN HIRE
ENGINEERS FOR
TWO CENTS A
YEAR!

IS IT DIFFICULT
TO WEED OUT
THE DUMB
ONES?



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NO. AND THAT LEADS
ME INTO THE GOOD
NEWS ABOUT THEIR
OCCUPATIONAL SAFETY
LAWS.

IT'S LIKE
HEAVEN!



I WANT TO ASSURE
YOU THAT ANY RUMORS
YOU'VE HEARD ARE
FALSE.



5. Adams E-mail: SCOTTADAMS@AOL.COM

WE ARE NOT PLANNING
TO RELOCATE THE COMPANY
TO THE SOUTH POLE WHERE
EASILY TRAINABLE
NATIVE ESKIMOS WILL
REPLACE YOU.



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THAT'S GOOD BECAUSE
THERE AREN'T ANY
ESKIMOS AT THE SOUTH
POLE.



EXCUSE ME, I
HAVE TO MAKE
A PHONE CALL.



WE'RE OFFERING ATTRACTIVE
INCENTIVES TO COMPANIES
THAT MOVE TO ELBONIA.

E-mail: SCOTT@AMSBRO.COM

ZERO TAXES, CHEERFUL
SLAVE LABOR, AMNESTY
FROM ANY INCONVENIENT
LAWS, AND ABSOLUTELY
NO ENVIRONMENTAL
REGULATIONS!

IS THAT
THE BEST
YOU CAN
DO?

HERE, USE MY
FIRSTBORN
SON AS A
LAWN
ORNAMENT.

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TRY THIS LITTLE TRICK
TO IMPROVE YOUR
CAREER...



ANYTIME YOU WANT
SOMETHING YOUR WAY,
SIMPLY REFER TO YOUR
CEO BY HIS FIRST NAME
AND SAY HE GAVE YOU
DIRECTIONS DURING
YOUR VERY RECENT
MEETING.



IT'S TOTALLY
UNVERIFIABLE.
PEOPLE WILL
FEAR YOU AND
DO AS YOU
SAY. YOU'LL
RULE WITH AN
IRON FIST!

YOU'RE A
FUNNY
LITTLE
DOG.



JUST AS I THOUGHT, MY
CUBICLE IS TWO INCHES
SMALLER TODAY THAN
YESTERDAY!



WE INSTALLED REAL-TIME
STATUS ADJUSTERS IN
THE CUBICLE WALLS.
SENSORS MONITOR YOUR
WORK AND ADJUST THE
CUBICLE SIZE
ACCORDING TO
YOUR VALUE.



IT'S AMAZING
HOW FAST YOU
GET USED TO IT.



Dilbert

By Scott Adams



WE RANKED ALL
THE ENGINEERS
FROM BEST TO WORST.



WE PLAN TO GET RID
OF THE BOTTOM 10%.
THAT INCLUDES YOU,
WALLY.



YOUR PLAN IS
LOGICALLY
FLAWED.



IF YOU FIRE THE
BOTTOM 10%, YOU'LL
STILL HAVE A BOTTOM
10%.



YOU'LL FIRE AND FIRE
UNTIL MORE WILL ALWAYS
BE A BOTTOM 10%
UNTIL FINALLY...



WHEN LESS THAN TEN
PEOPLE ARE LEFT,
YOU'LL HAVE TO FIRE
BODY PARTS INSTEAD
OF WHOLE PEOPLE!!



WE'LL HAVE TORSOS
AND GLANDS WANDER-
ING AROUND UNABLE
TO USE KEYBOARDS.
BLOOD AND BILE
EVERYWHERE !!



HOW'D
IT GO?



HE FIRED
MY HAIR.



THIS ERGONOMIC KEYBOARD
IS OUR FIRST PRODUCT
DEVELOPED UNDER THE
"BIG Q" PROGRAM.



J. Adams E-mail: SCOTTADAMS@AOL.COM

THE "Q"
STANDS
FOR
QUALITY.

SPEAKING
OF Q...IT'S
MISSING THE
LETTER Q.



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YOU SOUND
JUST LIKE
OUR WHINY
CUSTOMERS.

I GUESS
THE "Q"
STANDS FOR
"UALITY."



OKAY, SO WE SHIPPED
A MILLION KEYBOARDS
THAT DON'T HAVE THE
LETTER "Q." WHAT DO
WE DO?



5-Adams E-mail: SCOTTADAMS@aol.com

WE COULD OFFER FREE
UPGRADES TO USERS WHO
CAN PROVE THEY NEED
A "Q."



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HOW
MANY
USERS
NEED
A "Q"?



WELL... THERE'S
THE ROYAL
FAMILY...

THE PUNDITS IN THE PRESS
ARE NAILING US FOR
SHIPPING A KEYBOARD
WITH NO "Q."



S. Adams E-mail: SCOTTADAMS@AOL.COM

IT'S A PUBLIC-RELATIONS
FIASCO. OBVIOUSLY, WE
NEED AN ENGINEERING
SOLUTION.

I'M ON
THE CASE.



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USERS COULD USE A GRAPHICS
PROGRAM TO DRAW A "Q"
IN THE UNLIKELY EVENT
THAT THEY
NEED ONE.

OR WE COULD
REPLACE THE
SEMI-COLON;
NOBODY USES
THEM.



YOU COULD OFFER FREE
REPLACEMENTS FOR ALL THE
KEYBOARDS YOU SOLD WITH-
OUT A "Q," OR YOU COULD
BLAME THE MEDIA FOR
BLOWING IT OUT OF
PROPORTION.



LET'S BLAME THE MEDIA.
THEY'LL ADMIT THEY WERE
WRONG AND THE WHOLE
THING WILL DISAPPEAR.



YOU HAVE
A BRILLIANT
GRASP OF
HUMAN
NATURE,
WALLY.

I KNOW.
MY THIRD
WIFE ALWAYS
SAID THE
SAME
THING.



DOGBERT THE PR CONSULTANT

YOU SHIPPED KEYBOARDS
WITH NO LETTER "Q." THE
PUBLIC WANTS SOMEBODY
TO TAKE RESPONSIBILITY.



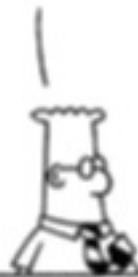
5. Adams E-mail: SCOTTADAMS@AOL.COM

OOH OOH
PICK ME
PICK ME!!



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RESPONSIBILITY
MEANS
BLAME.



GREAT... IT'S
LIKE THE
TIME I GOT
BURNED ON
THAT "OPPOR-
TUNITY"
ASSIGNMENT.



STICK TO THE SCRIPT,
ACT SINCERE AND
BEG YOUR CUSTOMERS
TO FORGIVE YOU.



5. Adams E-mail: SCOTTADAMS@aol.com

IT WAS WRONG FOR
US TO SELL KEYBOARDS
WITH NO "Q." WE'RE
SORRY. WE'RE MORONS.



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WE'RE DUMBER THAN
SQUIRRELS. WE HEAR
VOICES AND DO WHAT
THEY COMMAND.
I HAVE
BROCCOLI IN
MY SOCKS.





I'M GOING INTO
BUSINESS AS A
FINANCIAL
ADVISOR.

SOUNDS
HARD.



S. Adams E-mail: SCOTTADAMS@aol.com

IT'S EASY. I'LL TELL
ALL MY CLIENTS TO
INVEST IN THE
"DOGBERT DEFERRED
EARNINGS FUND."



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ISN'T THAT A CONFLICT
OF INTEREST?

ONLY IF
I SHOW
INTEREST
IN THE
CLIENT.



DOGBERT: FINANCIAL ADVISOR

STOCKS... ANNUITIES...
DERIVATIVES...
CAPITAL GAINS
TAX...



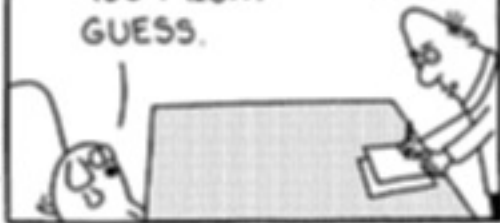
5. Adams E-mail: SCOTTADAMS@aol.com

IT'S ALL TOO CONFUSING
FOR YOU!! GIVE ME ALL
YOUR MONEY NOW OR
YOU'LL DIE A PAUPER!!
NOW! NOW! BEFORE
INTEREST RATES FALL!!



WILL THIS REDUCE
MY INCOME TAXES?

MORE THAN
YOU MIGHT
GUESS.



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DOGBERT: FINANCIAL ADVISOR

HERE'S A PICTURE OF
YOU LIVING IN A
DUMPSTER IN TWENTY
YEARS.



BUT IF YOU INVEST
IN THE "DOGBERT
DEFERRED INCOME
FUND" TAKE A LOOK
AT WHAT YOU COULD
OWN SOMEDAY!!



I COULD
OWN A
MANSION?!!

YOU COULD
OWN A
PHOTOGRAPH.



WE'RE MOVING TO A NEW
OFFICE ACROSS TOWN.
I VOLUNTEERED TO
COORDINATE THE MOVE.



I CONTROL YOUR CUBICLE
ASSIGNMENT. NAY, YOUR
VERY EXISTENCE. FROM
NOW ON YOU WILL REFER
TO ME AS "LORD WALLY
THE PUPPET MASTER."



I DON'T
THINK IT'S
LEGAL TO
ENJOY YOUR
WORK THIS
MUCH.



I BANISH
YOU TO THE
CUBICLE
CLOSEST TO
YOUR BOSS!!



ALLOW ME
TO INTRO-
DUCE LOUD
HOWARD.



I WILL MAKE LOUD HOWARD
YOUR CUBICLE NEIGHBOR
IN THE NEW OFFICE UNLESS
YOU GIVE ME YOUR
IMMORTAL
SOUL!!

NICE
DAY!



...FORTUNATELY
I CONVINCED
HIM TO TAKE MY
LASER PRINTER
INSTEAD...

WHAT DID
I SAY THAT
SOUNDED
LIKE "TELL
ME ABOUT
YOUR DAY"?



"TO HEAR YOUR URGENT
VOICE MAIL MESSAGE
PRESS ONE..."



S. Adams E-mail: SCOTTADAMS@AOL.COM

"THIS URGENT MESSAGE
IS TO ALL EMPLOYEES.
PLEASE DISREGARD THE
RUMORS OF A MERGER
WITH A HEALTHY
COMPANY."



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NOW SPOOKED, THE
HERD STAMPEDES.



Dilbert

By Scott Adams



"YOU'LL BE PERFORMING A 'TURING TEST' ON OUR NEW ARTIFICIAL INTELLIGENCE SOFTWARE."



"TRY TO IMPROVE 7% THE RESPONSE OF YOUR SCREEN. COME FROM OUR COMPUTER OR A PCMAN IN THE NEXT ROOM."



"I'LL ASK IT TO WRITE A STRATEGY FOR OUR COMPANY."



"OUR STRATEGY IS TO VISIONIZE QUALITY RESOURCES THAT ENHANCE EARNINGS."



"I'LL ASK IT HOW TO MOTIVATE EMPLOYEES."



"REGARDLESS OF HOW TO IMPROVE YOUR PERCEPTIVE WORK AS 'OPPORTUNITY' AND INCREASE IT ONLY. TAKE TIME TO ASK FOR OPINIONS THEN EXPLAIN WHY THEY'RE WRONG."



"IT MUST BE A COMPUTER BECAUSE THERE'S NO HUMAN INTELLIGENCE."



"NEED TRY, BOSS."



WE'VE GOT A LOT
OF EMPTY CUBICLES
BECAUSE OF
DOWNSIZING.

I HIRED THE DOGBERT
CONSTRUCTION COMPANY
TO CONVERT PART OF THE
OFFICE INTO PRISON CELLS
WHICH WE'LL
LEASE TO THE
STATE.

SOUNDS
LIKE A
BIG JOB.

NAH. A LITTLE
PAINT, NEW
CARPET AND
WE'RE THERE.

I DON'T THINK IT'S
FAIR TO PUT CONVICTS
IN OUR SPARE
CUBICLES.



5 ADAMS, E-mail: SCOTTADAMS@aol.com

DON'T BE SUCH A BIGOT.
THESE PEOPLE HAVE MADE
ONE LITTLE MISTAKE.
OTHERWISE, THEY'RE JUST
LIKE EMPLOYEES.



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I THINK THERE ARE A
FEW DIFFERENCES!



YEAH, THEIR
HEALTH PLAN
IS BETTER.



HEY, BUDDY, WHAT
ARE YOU IN FOR?

UNLIKE YOURSELF, I AM
NOT A PRISONER HERE.
I CHOOSE TO WORK
HERE OF MY OWN FREE
WILL!

GREAT... I'M IN THE
FREAK SECTION.

I LIKE
TO WORK.

5 Adults E-mail: SCOTTADAMS@aol.com

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EFFECTIVE IMMEDIATELY,
WE WILL NO LONGER USE
OUR SPARE CUBICLES TO
HOUSE CONVICTS.



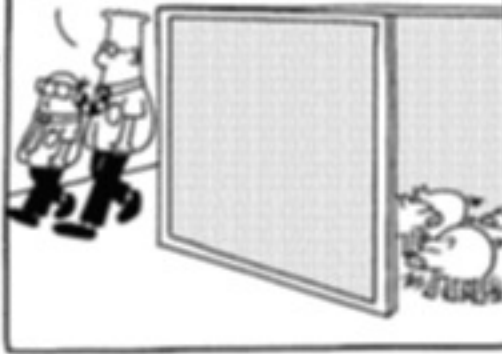
YES!!!
OUR
OPINIONS
MATTERED!



ACTUALLY, IT'S
BECAUSE THE
PRISONERS
COMPLAINED.



I WONDER WHAT HE PLANS
TO DO WITH THE SPARE
CUBICLES NOW.



BAD NEWS IN 1985

WE'RE REPLACING THE
COMPANY DOCTOR WITH
A REGISTERED
NURSE.



5. Adams E-mail: SCOTTADAMS@aol.com

BAD NEWS IN 1990

WE FIRED THE NURSE
AND PUT THE ASPIRIN
AND TOURNIQUETS IN
THE VENDING
MACHINE.



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BAD NEWS IN 1995

WE'VE BEEN ASKED TO
INCREASE VENDING
MACHINE REVENUE BY
FIFTEEN
PERCENT.



I'M PLANNING TO
TURN THE HOUSE
INTO A GAMBLING
CASINO.



5 Adams E-mail: SCOTTADAMS@aol.com

ISN'T
THAT
ILLEGAL?

NOT IN THE TINY
REPUBLIC OF
DOGBERTLAND.
I SECEDED FROM
THE REPRESSIVE
HOMELAND THIS
MORNING.



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I DON'T REMEMBER
VOTING ON THAT.

HERE'S YOUR
GREEN CARD.



Dilbert

By Scott Adams



LET ME INTRODUCE YOU
TO ONE OF OUR
ENGINEERS.

KAREN IS OUR NEW
VICE PRESIDENT AND
YOU ARE ...?

DILBERT: VALUED
EMPLOYEE

I BELIEVE IN OPEN
COMMUNICATIONS,
DILBERT. FEEL FREE
TO TALK ABOUT ANY
THING.

SO, WHAT
WERE YOU
WORKING
ON?

WELL, I WAS JUST
SENDING AN E-MAIL
TO SOMEBODY WHO
SITS BY A WINDOW
TO ASK IF IT'S RAIN-
ING.

IF IT'S RAINING I'LL
FASHION A RAINCOAT
FROM A LARGE TRASH
BAG.

WATCH.

THREE HOLES AND
YOU'RE READY
TO GO!

ARE YOU
PLANNING
TO GO OUT
AT LUNCH?

ONLY IF
IT RAINS

I THINK THE BEST WAY TO PURSUE MY GOAL OF WORLD DOMINATION IS TO BECOME A TALK RADIO HOST.



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I'LL PROMOTE MY UNIQUE CONSERVATIVE VIEW-POINT THAT PEOPLE ARE IDIOTS WHO DESERVE TO BE MOCKED.



WON'T PEOPLE SHOW YOUR VIEWPOINT TO BE FLAWED BY VIRTUE OF THEIR INTELLIGENT QUESTIONS?

LIKE THAT ONE?



DOGBERT'S TALK RADIO

I'M THE SMARTEST CREATURE
IN THE UNIVERSE AND YOU
ARE ALL DOLTS.



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TODAY I'M TAKING CALLS
FROM PEOPLE WHO THINK
THEY UNDERSTAND COMPLEX
ISSUES BECAUSE THEY
WATCH "CROSSFIRE" ON
CNN.



"... SO WHY NOT PUT
ALL POOR PEOPLE IN
ORPHANAGES?"



TODAY WE'RE TALKING ABOUT SEX AFTER MARRIAGE. MANY LIBERALS SUPPORT THIS DEPRAVED PRACTICE BUT I DO NOT.



5 Adults E-mail: SCOTTADAMSPAGL.COM

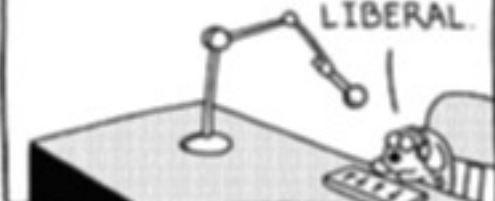
IT CAN LEAD TO HEAD-ACHES, FATIGUE AND UNWANTED FAMILY MEMBERS WHO BECOME CONSULTANTS.



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"WOULDN'T YOUR PHILOSOPHY LEAD TO THE EXTINCTION OF MANKIND?"

CRY ME A RIVER, LIBERAL.



WELCOME TO THE
DOGBERT SHOW.
TODAY I TALK ABOUT
GETTING GOVERNMENT
OFF OUR BACKS.

I DREAM OF A WORLD WHERE
SOMEDAY YOU CAN BUY
LIQUOR, CIGARETTES
AND FIREARMS AT A
DRIVE-THRU WINDOW
AND USE THEM ALL BEFORE
YOU GET HOME.

BASICALLY, ANYTHING
THAT GETS RID OF
PEOPLE IS OKAY WITH
ME. BUT BEFORE
YOU GO, BUY MY
NEW BOOK...

S. Adams. E-mail: SCOTTADAMS@aol.com

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MY HOBBY IS GEOGRAPHY.
WOULD YOU SIGN MY
BOOK TO EACH OF THE
CONTINENTS BY NAME?



ARE YOU AWARE THAT
MY BOOK RECOMMENDS
A TWIRLING WEDGIE
FOR PEOPLE WHO ASK
FOR TOO MUCH?



WE FIND THE
LINE MOVES
FASTER IF I
DO THIS TO
THE FIRST
CUSTOMER



I'M RETIRING FROM
MY MEDIA EMPIRE
AND PUTTING MY
VAST WEALTH INTO
REAL ESTATE.



MY PLAN IS TO BUY ALL
THE PROPERTY ON EARTH
AND EVICT EVERYBODY
WHO DOESN'T AGREE TO
BE MY PUPPET.



CAN
I BE
KERMIT?

THAT'S A
"MUPPET." IT'S
ALL SPELLED
OUT IN YOUR
LEASE.



Dilbert

By Scott Adams



THE 7 HABITS OF HIGHLY DEFECTIVE PEOPLE

© 1999 Scott Adams

1. TOGGLE ANY SENSE OF
DISCOMFORT IN OTHERS

BUT HEY, I'VE BEEN
DOING ALL OF THE
TALKING.



2. USE HUMOR TO BLAME
PEOPLE IN PUBLIC.

OUR NEWEST TEAM MEMBER
HAS MOVIE STAR LOOKS.
SPECIFICALLY, LASSE.



3. TREAT ALL COMPLAINTS
AS THE COMPLAINTER'S FAULT.

YOU DON'T
MOTIVATE
ME.

MAYBE YOU
SHOULD SEE
A THERAPIST.



4. SHOW UP LATE AND
RAISE CONTROVERSIAL ISSUES

I THINK WE SHOULD
LICENSE "BARNEY" AS
OUR MascOT



5. GIVE ADVICE ON THINGS
YOU DON'T UNDERSTAND.

TRY WRITING SOME
ASSEMBLY LINE CODE
HERE.



6. USE COMPLIMENTS TO
SHOW YOUR PREJUDICES

OOH, NICE CRISP PHOTO-
COPY, ALICE. I DON'T
THINK A MAN COULD
HAVE DONE IT BETTER!



7. THINK THE COMICS
ARE NOT ABOUT YOU

HEE-HEE! LOOK
AT THE HAIR ON
THAT GUY!



WHY IS EVERYBODY
PUTTING SIGNS ON
THEIR CUBICLES?



5 Adults E-mail: SCOTTADAMS@aol.com

WE THOUGHT IT WOULD
BE CLASSY TO NAME OUR
CUBICLES THE SAME WAY
WE NAME CONFERENCE
ROOMS.



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I KNOW
THERE'S A
CATCH...
BUT WHAT?



I'M SO LUCKY
TO BE DATING
YOU, LIZ. YOU'RE
AT LEAST AN
EIGHT.

YOU'RE A
TEN.

S. Adams E-mail: SCOTTADAMS@aol.com

ARE WE
USING
THE SAME
SCALE?

TEN IS THE
NUMBER OF
SECONDS IT
WOULD TAKE
TO REPLACE
YOU.

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TO: ALL USERS
FROM: NETWORK ADMIN

PLEASE REFRAIN FROM
FRIVOLOUS E-MAIL. IT
BOGS DOWN THE NET-
WORK.



E-mail: SCOTTADAMSPAGOL.COM

TO: NETWORK ADMIN
FROM: DILBERT
CC: ALL USERS

I AGREE!



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HAVE YOU NOTICED THERE'S
TOO MUCH COMMUNICATION
IN THE WORLD,
DOGBERT?



YEAH, EVERY
DAY AT ABOUT
THIS TIME.



WE COULD SIMPLY
DIVIDE THE CHECK
BY THREE...

UH-OH.
ENGINEERS



BUT THAT WOULD RESULT
IN AN UNPOPULAR
SUBSIDY OF WALLY'S
SALMON. DOES ANYBODY
HAVE A CALCULATOR-WATCH?



HOURS LATER

THIS IS THE TIE-BREAKER
ROUND OF WATER TO
DECIDE IF YOU GET 13%
OR 13.5%.



TODAY WE HAVE A
MOTIVATIONAL SPEAKER
FROM THE "DISCOUNT
SPEAKERS BUREAU."



5/4/99 15 E-mail: SCOTTADAMS@aol.com

YOU SHOULD, LIKE,
WORK HARDER...
OTHERWISE YOU MIGHT
GET FIRED. ANY
QUESTIONS?



WOULD WE
GET BONUSES
FOR WORKING
HARDER?



THIS MUST
BE THE
SLOW CLASS.



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I'M GOING TO INTERVIEW
SUCCESSFUL PEOPLE AND
WRITE A BOOK OF THEIR
TIPS. I'LL START WITH
YOU, DOGBERT.



SET YOUR ALARM CLOCK
TO GO OFF EVERY HOUR.
KEEP A BIG VAT OF
"JELL-O" BY THE BED.
WHEN THE ALARM GOES
OFF, STICK YOUR HEAD
IN THE "JELL-O" AND YELL
"BOY, I'M TIRED!"



THANKS!



BEWARE THE
ADVICE OF
SUCCESSFUL
PEOPLE; THEY
DO NOT SEEK
COMPANY.



Dilbert

By Scott Adams



WRITE UP YOUR ACCOMPLISHMENTS SO I CAN DECIDE WHO GETS RAISES THIS YEAR.



ARE YOU SAYING OUR RAISES WILL DEPEND ON OUR ABILITY TO LIE ABOUT OUR ACHIEVEMENTS?



NO, THERE'S ALSO FAVORITISM.



AND DON'T FORGET THE IMPORTANCE OF MINIMIZING THE ACCOMPLISHMENTS OF OTHERS.



"THIS YEAR I SAVED A BILLION DOLLARS IN WAYS WHICH ARE IMPOSSIBLE TO VERIFY."



"WHILE THE OTHERS PLOTTED AGAINST YOU, I WAS APPLYING AN INVISIBLE RE-57 INHIBITOR TO YOUR CAR."



I CAN DROP THOSE OFF FOR YOU.

THANKS



HAVE YOU NOTICED SHE'S THE ONLY ONE WHO EVER GETS A RAISE?

IT'S AS IF SHE HAS THE ACCOMPLISHMENTS OF THREE PEOPLE.



WHO NEEDS TO SIGN
MY BUSINESS CASE
TO BUY A WEB
SERVER?



HMM...THIS CROSSES ALL
DEPARTMENTS. I FEAR
IT. GET THE APPROVAL
OF EVERY DIRECTOR,
EVERY VP, EVERY EVP,
PLUS GRIFFIN.



DO YOU MEAN TED GRIFFIN
IN FINANCE OR THE
MYTHICAL GRIFFIN BEAST
THAT'S HALF
EAGLE, HALF
LION?

WHICHEVER
IS HARDER.



I COULD GIVE YOU
MARKETING'S APPROVAL
RIGHT NOW...



5. Adam's E-mail: SCOTTADAMS@aol.com

OR I COULD FLEX MY
VICE PRESIDENTIAL
POWER AND SEND YOU
TO GATHER MORE
USELESS DATA... MY EGO
WOULD EXPAND
AND I'D BE A
MAJOR STALLION
WITH MY WIFE
TONIGHT.



DO YOU
THINK
YOU CAN
TOP THAT?

I'LL TRY, SIR.
WHAT'S YOUR
WIFE'S
ADDRESS?



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I NEED YOUR APPROVAL
ON MY BUSINESS CASE,
TOM.



I'LL WEDGE IT IN
HERE SO YOU CAN
CLAIM YOU NEVER
SAW IT WHEN I
ASK ABOUT IT
NEXT WEEK.



THE WEIRD PART IS
THAT I CAN FEEL
PRODUCTIVE EVEN
WHEN I'M DOOMED.



TODAY I DISTRIBUTED
36 COPIES OF MY BUSINESS
CASE TO VARIOUS
MANAGERS FOR APPROVAL.



5 Adams E-mail: SCOTTADAMS@aol.com

BY MY COUNT, 20 ARE
BEING MISPLACED, 6
MANAGERS WILL TRY TO
KILL IT FOR PERSONAL
GAIN AND 10 WILL COME
BACK WITH
IRRELEVANT
QUESTIONS.



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WHEN I DIE I WANT TO
BE BURIED, NOT CREMATED,
SO I CAN AT LEAST MAKE
ONE LASTING IMPRESSION
ON THE EARTH.



I WAS PLANNING
TO MAIL YOUR
CORPSE TO SOME-
BODY I DON'T
LIKE.

WE NEED TO BOOST
OUR RETURN-ON-
ASSETS RATIO.



LET'S ELIMINATE THE
SECURITY DEPARTMENT.
THAT WOULD CUT EXPENSES
WHILE ALLOWING FOR
A BRISK REDUCTION IN
ASSETS.



WHEN ARE YOU
PLANNING TO
TELL HIM YOU
WERE JOKING?

AFTER I
FURNISH
MY DEN.



YOU NEVER ANSWERED
MY E-MAIL.



MY SECRETARY IS OUT, SO
THERE'S NOBODY TO PRINT
MY E-MAIL FOR ME. BRING
ME YOUR MESSAGE ON
HARDCOPY.



I WAS OUT OF
PAPYRUS SO I
CHISELED MY
MESSAGE ON A
LITTLE PYRAMID



DID HE
WORK ALONE
OR WERE
UFO'S
INVOLVED?



Dilbert

By Scott Adams



OUR POLICY IS TO EMPLOY
ONLY THE BEST TECHNICAL
PROFESSIONALS.

QUESTION.

ISN'T IT ALSO OUR POLICY
TO BASE SALARIES ON
THE INDUSTRY AVERAGE?

RIGHT. WE
LIKE THEM
BRIGHT BUT
CLUELESS.

I FEEL
SORRY FOR
PEOPLE
LIKE THAT.

S. Adams E-mail: SCOTTADAMS@aol.com

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MY SALARY DEPENDS
ON YOUR OPINION OF
MY WORK. BUT YOU
HAVE NO INTEREST IN
UNDERSTANDING WHAT
I DO, SO...



I HIRED THE DOGBERT
PUBLIC RELATIONS FIRM
TO HYPE MY PERFORMANCE
AND GET ME A BIG
RAISE.



PRESS RELEASE:
ENGINEER
CURES CANCER
WHILE SAVING
BABY FROM
BURNING
BUILDING.

THAT'S
NOT IN
HIS
OBJECTIVES



YOU CAN CREATE THE
ILLUSION THAT YOU WORK
LONG HOURS BY LEAVING
VOICE MAILS FOR YOUR
BOSS AT 4 A.M.



S. Adams E-mail: SCOTTADAMS@aol.com

HI, THIS IS DILBERT.
IT'S 4 A.M. AND I'M
IN MY UNDERWEAR
AND I THOUGHT OF
YOU ... OOPS ...
ERASE ... OOPS ...



DID YOU
JUST SEND
AN OBSCENE
MESSAGE
TO YOUR
BOSS?

NO ... I
THINK I
HIT THE
GROUP CODE.



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TELL ME YOUR GREATEST ACCOMPLISHMENTS AT WORK. I'LL USE THAT TO HYPE YOU UP WITH YOUR BOSS SO YOU GET A BIG RAISE.



I WROTE A DRAFT OF A WHITE PAPER ON A STRAWMAN PROCESS TO REENGINEER OUR PRODUCT PROCESS.



AND WHAT WAS THE IMPACT OF THAT WORK?

I THINK SOME OWLS LOST THEIR WOODLAND HABITATS.



YOU MUST LEARN TO
USE YOUR BOSS'S
IGNORANCE TO YOUR
ADVANTAGE.



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FIND OUT WHAT
IMPRESSES HIM AND
LIST IT ON YOUR
ACCOMPLISHMENTS.



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YOU'RE THE
ACTOR IN
THE "BARNEY"
SUIT?!! I
LOVE THAT
GUY!

DON'T TELL
ANYBODY
MY SECRET
IDENTITY.



IN MY DREAM I FLOAT
OVER FIELDS OF
HEATHER.

Hi! I'm
Heather.

THE FLYING DREAM
ALWAYS PREDICTS AN
IMPORTANT CHANGE.
I FEEL THAT MY FREE-
DOM WILL SOON
INCREASE.

DOES SOMEBODY ELSE
HAVE A QUESTION FOR
OUR NEW CEO?

MY FINGER IS
STUCK.

5 Aides E-mail: SCOTTADAMS@AOL.COM

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Dilbert

By Scott Adams



"I'M PUTTING YOU IN CHARGE OF PROTECT 'DIFF'."

WOW!

"DIFF" STANDS FOR "SIG IMPROVEMENTS FOR FREE."

"YOUR JOB IS TO RECOMMEND WAYS TO INCREASE PROFITS WITHOUT SPENDING MONEY OR CHANGING ANYTHING."

"YOU HAVE TO SPEND MONEY TO MAKE MONEY."

"IF WE HAD MONEY TO SPEND WE WOULDN'T NEED TO MAKE MONEY."

DUH

"THE POINT IS THAT YOU CAN MAKE MORE MONEY THAN YOU SPEND."

"I'M NOT FOLLOWING YOUR SO-CALLED 'POINT'."

"LOGICALLY, ANYTHING I DON'T UNDERSTAND IS UNIMPORTANT."

"HAVE YOUR REPORT TOMORROW."

"SO YOU RECOMMEND... REPLACING ALL MANAGERS WITH LAVA LAMPS."

"HERE'S A FEW DUCAS FOR THE LAVA LAMPS."

I'VE DECIDED TO
BE MORE OF A
HANDS-ON
MANAGER.



5 Alley E-mail: SCOTT@AMSPAOL.COM

MOVE THE MOUSE... UP...
UP... OVER... MORE...
NOW CLICK IT!!
CLICK IT!!



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NO!!!
YOU
FOOL!!!

THIS HAS
"LONG DAY"
WRITTEN ALL
OVER IT.



HAVE YOU TAKEN THE
MANDATORY TRAINING
FOR BUSINESS ETHICS?



5 Adams E-mail: SCOTTADAMS@AOL.COM

NO. BUT IF YOU
SAY I DID THEN
YOU'LL SAVE SOME
MONEY ON TRAINING
WHICH YOU CAN SPEND
TO DECORATE YOUR
OFFICE.



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LUCKILY, I
HAVEN'T
TAKEN THE
TRAINING
MYSELF.



I HEAR IT'S
MOSTLY
COMMON
SENSE ANY-
WAY.

HEY! THAT LITTLE
STUFFED DOLL LOOKS
JUST LIKE ME!



5. Admng E-mail: SCOTTADAMSEAOL.COM

IT GIVES ME AN
EMOTIONAL LIFT
TO HAVE YOUR
LIKENESS NEARBY.



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I NEVER
REALIZED
WHAT HE
THOUGHT
OF ME



STOP
DROPPING
IN LIKE
THAT!!



MY CELLULAR PHONE AND
LAPTOP COMPUTER ALLOW
ME TO WORK ANY TIME
AND ANYPLACE...



5. Adams E-mail: SCOTTADAMS@aol.com

WHILE DRIVING?

TOO DANGEROUS

IN RESTAURANTS? |

TOO RUDE

OUTDOORS? |

NOPE



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BASICALLY,
YOU LUG
THEM AROUND
AND WORRY
THAT THEY'LL
GET STOLEN
OR BROKEN.

STOP IT.
YOU'RE
SCARING
THEM.



WHAT'S
THE HAT
FOR,
WALLY?



IT'S A NEW
SAFETY RULE.
I THINK IT'S
STUPID.



S. Adams E-mail: SCOTTADAMS@aol.com

THE E-MAIL FROM HUMAN
RESOURCES SAID ALL
SHORT EMPLOYEES MUST
WEAR THESE TO IMPROVE
VISIBILITY WHILE IN
THE CUBICLE AISLES.



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HR SHOULD CHANGE
THEIR PASSWORD
ONCE IN A WHILE.

I'LL BET WE CAN
MAKE HIM WEAR
ALUMINUM FOIL
PANTS.



HERE'S YOUR LATEST BUDGET CUTS. BUT PLEASE DON'T KILL THE MESSENGER FROM FINANCE, HA HA!!



I RECOMMENDED A 20% CUT. A QUICK GLANCE AROUND THE ROOM TELLS ME YOU'RE NOT ON THE SUCCESS VECTOR ANYHOO, SO NOTHING LOST.



TOUGH ROOM

Dilbert

By Scott Adams



YOUR COMPANY MAKES
AN ATTRACTIVE LITTLE
PRODUCT, JIM.

BUT WE'VE DECIDED
TO GO WITH A
VENDOR WHOSE
PRODUCT ACTUALLY
WORKS.

FOOLS!!!
I'LL CRUSH
YOU!!!

I'LL TELL YOUR BOSS
YOU MADE A STUPID
DECISION!! YOUR
CAREERS WILL BE
RUINED AND I'LL
GET THE CONTRACT
ANY-
WAY!!

YOU CAN'T SCARE US!
DO YOU THINK OUR
BOSS WILL BELIEVE
A VENDOR OVER HIS
OWN LOYAL
EMPLOYEES?

MUST... KEEP...
A... STRAIGHT
FACE.



WE'LL
TAKE A
MILLION
UNITS.

TAKE TWO
MILLION AND
I'LL SEE THAT
YOU GET NICE
RAISES.

WHY DO YOU WANT TO
TRANSFER TO MY
DEPARTMENT, WALLY?



5-Adams E-mail: SCOTTADAMS@aol.com

I'M IN A DYSFUNCTIONAL
ORGANIZATION. I'M NOT
GETTING THE LOVE AND
SUPPORT I NEED. THAT'S
WHY I'VE BEEN MAKING
LONG-DISTANCE PERSONAL
CALLS FROM THE FAX ROOM.



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YOUR RÉSUMÉ
SAYS EVERY
BOSS YOU'VE
HAD WAS
A COMPLETE
JERK.

SO, WHEN DO
I START?



I HIRED RENOWNED
PSYCHOLOGIST DOGBERT
TO HELP US ACHIEVE
PEAK PERFORMANCE IN
TEAMWORK.



PEAK PERFORMANCE IS
SOMEWHAT RELATIVE.
YOU'RE A HIGHLY
DYSFUNCTIONAL TEAM,
SO WE MUST
SET REALISTIC
GOALS.



WHAT WOULD
BE A REALISTIC
GOAL FOR US?

I THINK I CAN
POSTPONE
CANNIBALISM.



DYSFUNCTIONAL TEAM ...

I'D LIKE EVERYBODY TO
TURN TO THE RIGHT AND
SAY WHAT YOU ADMIRE
ABOUT THAT PERSON.



I ADMIRE
YOUR
LEATHERY
SKIN,
ALICE.



I ADMIRE YOUR
ABILITY TO
FIGURE OUT
WHICH SIDE IS
YOUR RIGHT IN
ONLY TWO
TRIES.



I ADMIRE
YOUR
ABILITY
TO GET
PAID FOR
THIS.



DESPITE THE
FACT YOUR
FACE SCARES
CHILDREN, I
ADMIRE
YOUR CO-
WORKERS.



IN THIS TEAM-BUILDING
EXERCISE YOU WILL MAKE
PAPER DOLLS WHILE
BLINDFOLDED.



THIS MAY SEEM ABSURD.
BUT SOON, COGNITIVE
DISSONANCE WILL SET IN
AND YOU'LL CRY AND HUG
AND THINK YOU LEARNED
SOMETHING.



ARE YOU
SURE WE'LL
CRY AND
HUG?

ACTUALLY,
HUGGING
IS IFFY.



DYSFUNCTIONAL TEAM...

I'D LIKE EACH OF YOU
TO TELL THE TEAM
WHAT YOU LEARNED
IN MY WORKSHOP.



S. Adams E-mail: SCOTTADAMS@AOL.COM

I LEARNED TO LISTEN
WITH MY HEART. I
GAINED RESPECT FOR
OTHERS. I UNDERSTAND
SANSKRIT. I GOT MY
HAM RADIO LICENSE.
I CAN
DIVIDE
BY
ZERO...



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I LOVE
GOING
FIRST.



YOU'VE GOT TO
INCREASE THE
BUDGET FOR
TRAINING!



5. Addms E-mail: SCOTTADAMS@aol.com

IF I TRAIN YOU, THEN
WOULDN'T YOU JUST
LEAVE THE COMPANY
TO MAKE MORE MONEY
WORKING FOR OUR
COMPETITOR?



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I GUESS
THERE IS
A DOWN-
SIDE.



AND THE
DOWNSIDE
WOULD
BE...?

Dilbert

By Scott Adams



LET'S GO AROUND THE CIRCLE AND SHARE WHAT WE LEARNED IN THE THREE-DAY WORKSHOP.



AT FIRST I THOUGHT IT WAS A WASTE OF OUR TRAINING BUDGET.



THEN YOU ASKED US TO FORM TEAMS AND MAKE PAPER AIRPLANES WHILE BLANKFOLDED...



I DON'T KNOW IF IT WAS BECAUSE OF THE DANNING OR THE WAY WE SHARED OUR THOUGHTS ABOUT FLIGHT...



BUT SODDABLY I FOUND UNCONDITIONAL LOVE FOR MY CO-WORKERS.

BE THEY ACCOUNTANTS, SE THEY MARKETERS OR BE THEY SECRETARIES.



AS A RESULT I'VE BECOME A COMPETITIVE LION, EAGER TO POLISH ON MY WORKLOAD AND INCREASE STOCKHOLDER VALUES.



THANK YOU, WALLY.



DILBERT, WHAT DID YOU LEARN?

I LEARNED THAT YOU SHOULDN'T PUT A LITTLE BRASS-PILOT IN YOUR PAPER AIRPLANE.

SOMEONE NEEDS A GROUP KICK!



HAVE FUN WORKING.
I'M OFF TO THE TWO-
WEEK MANAGEMENT
RETREAT IN THE
MOUNTAINS.



IT'S SO SAD YOU
CAN'T COME. I GUESS
THERE ISN'T ROOM
AT THE FOUR-STAR
HOTEL.



NOW I KNOW
WHY IT'S CALLED
A RETREAT.



HELLO, IS THIS THE MOUNTAIN RESORT WHERE ALL OUR EXECUTIVES ARE HAVING A RETREAT?



IS IT TRUE THAT LOUD NOISES CAN CAUSE AVALANCHES?

IF YOU SEE MY BOSS, TELL HIM I SAID...



HI!!



GREAT NEWS! I'VE
REENGINEERED
YOUR JOB TO
MAKE YOU MORE
FULFILLED!



5. Adams E-mail: SCOTTADAMS@aol.com

YOU'LL NO LONGER BE
LIMITED TO ONE LITTLE
PART OF THE VALUE
CHAIN. YOU'LL BE
INVOLVED IN ALL
STAGES OF PRODUCTION!



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OH LORD,
YOU FIRED
ALL THE
SECRETARIES!!



DUST MY
CREDENZA.



LACKING CLERICAL
SUPPORT, THE
HIGHLY TRAINED,
HIGHLY PAID
PROFESSIONALS LINE
UP AT THE COPIER.

THEIR AMAZING
ANALYTICAL SKILLS
ARE SQUANDERED
IN THIS MINDLESS
TASK.

NO... IT
LOOKS LIKE
THE "TONER"
LIGHT DOESN'T
TURN OFF IF
YOU WAIT.

LET'S GIVE
IT ANOTHER
FIVE
MINUTES.

MY NEW GOAL,
BOB, IS TO BE
THE NEXT HEAVY-
WEIGHT BOXING
CHAMPION OF
THE WORLD!!

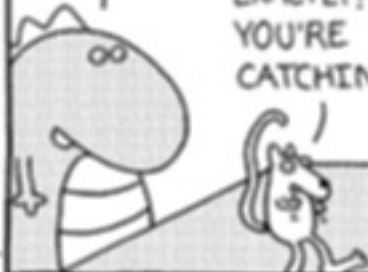


DON'T LET ANYBODY EVER
TELL YOU THAT YOU'RE
TOO SMALL OR TOO SLOW
OR TOO UNCOORDINATED.



OR TOO
CLUELESS.

EXACTLY! NOW
YOU'RE
CATCHING ON.



I SEE SIGNS OF
PRODUCTIVITY HERE.
I'M MOVING YOU TO
ANOTHER CUBICLE.

DELBERT



SALEM'S E-mail: SCOTTADAMBRAGH.COM

YOUR PHONE AND COMPUTER
WILL BE DISCONNECTED
FOR WEEKS. YOUR FILES
WILL BE BOXED AND LOST.



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GOOD LORD, YOU'VE
ABANDONED ALL
PRETENSE OF
BEING ON OUR
SIDE!!

LOSER



Dibbert

By Staff Adams



I'VE BEEN INVITED
TO BE A GUEST ON
'CROSSFIRE' ON
CNN.

I'M THE ONLY CREATURE
ON EARTH WHO HASN'T
ALREADY BEEN ON
TELEVISION.

CAN YOU TEACH ME
HOW TO DEBATE, ON
TELEVISION, DOGBERT?

FIRST, RATBERT,
ASSUME EVERYBODY
HAS THE SAME DESIRES
AND EXPERIENCES
AS YOU.

ASSUME
AROUND

THEREFORE, IF THEY
DISAGREE WITH
YOU THEY MUST BE
STUPID.

I THINK YOU'RE
OVER-SIMPLIFYING,
DOGBERT.

WHAT WAS
THAT OPINION,
RATBERT?

STUPID!

YOU'RE READY FOR
'CROSSFIRE,' RATBERT.

I USUALLY
LIKE THE
SAME MOVIES
AS THE
FAT ONE.

BE ON

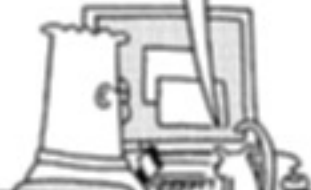
I'VE BEEN HIRED
BY THE FINANCE
DEPARTMENT TO
HELP CUT
SPENDING.



I'LL BE STUDYING YOUR
EVERY MOVE AND
LOOKING FOR WASTE
AND INEFFICIENCY.



THOSE WORDS IN
BOLDFACE LOOK
LIKE THEY'RE
SUCKING UP THE OL'
ELECTRICITY.



I'M FROM THE
FINANCE DEPART-
MENT. I'M HERE
TO REDUCE
COSTS.



IT MIGHT SEEM LIKE ALL
I DO IS COME UP WITH
SHORT-SIGHTED WAYS
TO SAVE MONEY WHILE
MAKING YOUR JOB
HARDER. BUT THERE'S
ANOTHER SIDE TO THIS
STORY.



AND THAT
WOULD BE...?



I FORGET.



THE FINANCE DEPARTMENT
HAS ANALYZED YOUR
COMPUTING NEEDS AND
DECIDED TO GIVE
YOU A 286 PC.



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THAT SHOULD BE
SUFFICIENT FOR THE
3D-RENDERING YOU
NEED TO DO.



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BESIDES, HOW
MANY TIMES
ARE YOU GOING
TO DO 3D-
RENDERING
IN YOUR
CAREER?



ONCE,
IF I
HURRY.

I RECOMMEND
STANDARDIZING
ON ONE TYPE OF
COMPUTER FOR THE
OFFICE.



WE MUST IDENTIFY
AND ELIMINATE THE
DEVIANT USERS OF
MACINTOSH, UNIX
AND ... GOD HELP
US... OS/2 WARP.



THE HOLY WARS BEGIN

DON'T LIE TO ME,
GUSTAV! YOU'RE A
STINKIN' MAC USER!!



MISTER CATBERT, THE
COMPANY IS TRYING TO
FORCE ME TO USE A
DIFFERENT KIND OF
COMPUTER.



S. Adams E-mail: SCOTTADAMS@aol.com

YOU'RE THE HUMAN
RESOURCES DIRECTOR.
WHAT ARE YOU DOING
TO STOP THIS RELIGIOUS
PERSECUTION??! WHAT
EVER HAPPENED TO
"DIVERSITY"??



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THE LONGER YOU
VERK HERE,
DIVERSE IT GETS.

NEXT.



COMPUTER HOLY WARS

HOLD IT RIGHT
THERE, BUDDY.



THAT SCRUFFY
BEARD... THOSE
SUSPENDERS...
THAT SMUG
EXPRESSION...



YOU'RE ONE OF THOSE
CONDESCENDING UNIX
COMPUTER USERS!

HERE'S A NICKEL,
KID. GET YOUR-
SELF A BETTER
COMPUTER.



Dibbert

By Staff Adams



TAKE CARE OF THIS, ALICE.

"TAKE CARE OF THIS"? THIS WOULD DOUBLE MY WORKLOAD.

I'VE ALREADY GOT SO MANY PROJECTS THAT I CAN'T DO ANYTHING USEFUL WITH ANY OF THEM.

BUT IF SUCCESS IS IMPOSSIBLE THEN...

I'M FREE.

FREE! FREE! HA HA HA HA

THE RESULT WILL BE THE SAME NO MATTER WHAT I DO!
YES YES YES

HONK HONK!

MOVING ALONG... WE NEED TO INVENTORY OUR OFFICE EQUIPMENT.

SOUNDS LIKE A JOB FOR ALICE.

I ASKED SAINT DOGBERT
TO MEDIATE OUR
DISPUTE OVER WHAT
KIND OF COMPUTERS
ARE ALLOWED HERE.



Salmons E-mail: SCOTTADAMSBAGL.COM

I SHALL GO TO THE
DESERT AND SEEK
ENLIGHTENMENT. WHEN
I RETURN I WILL
REVEAL THE TRUE
PATH OF
COMPUTING.



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PALM SPRINGS



ALICE, I WANT YOU TO
BENCHMARK THESE
WORLD-CLASS COMPANIES.
FIND OUT HOW WE
COMPARE.



I'M BETTING THEY DON'T
MAKE VERBS OUT OF
NOUNS. AND I'LL BET
THEY DON'T ASSIGN
ENGINEERS TO DO FIELD
RESEARCH.



DO YOU GUYS HAVE
ANY POINTY-HAIRED
IDIOTS RUNNING
YOUR PLACE?

WOULD YOU
LIKE ONE?



AS YOU REQUESTED, I
BENCHMARKED OUR
COMPANY AGAINST FIVE
WORLD-CLASS COMPANIES.



3. Adams E-mail: SCOTTADAMS@aol.com

THE COMPARISONS ARE
IRRELEVANT BECAUSE
WE'RE IN DIFFERENT
INDUSTRIES. BUT THAT
DIDN'T STOP ME.



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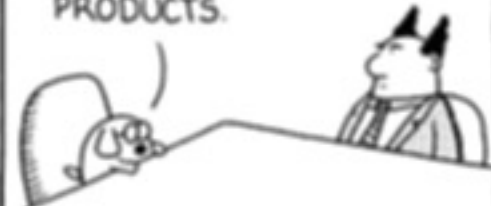
WHY CAN THEY MAKE
A POTATO CHIP IN
ONE SECOND BUT
IT TAKES US
MONTHS TO
DEVELOP
SOFTWARE?

I THINK THEY
OIL THE
CHIPS.

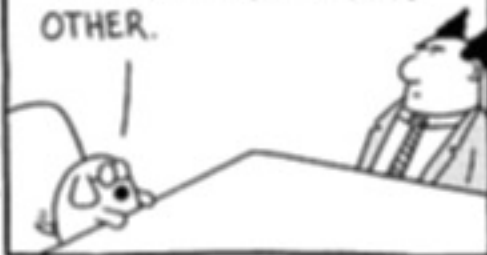


DOGBERT THE CONSULTANT

ONE WAY TO LOOK AT
YOUR PROBLEM IS THAT
NOBODY LIKES YOUR
PRODUCTS.



BUT I DON'T KNOW HOW
TO FIX THAT. SO I
RECOMMEND FORMING
INTERNAL BUSINESS UNITS
TO BICKER WITH EACH
OTHER.



WHY WOULD YOU
RECOMMEND THAT?

WELL, I'D BE
LYING IF I
SAID I
LIKED YOU.



WE'RE GOING TO FOLLOW
THE ADVICE OF THE
DOGBERT CONSULTING
COMPANY AND FORM
"DATTLIN' BUSINESS UNITS."



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WE'LL SPEND MOST OF
OUR TIME CROSS-
CHARGING AND UNDER-
MINING THE OTHER
BBU'S.



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A LITTLE
COMPETITION
IS HEALTHY.

WHATEVER YOU DO,
DON'T TICK OFF
THE JANITORIAL
BBU.



DOGBERT THE CONSULTANT

WE TOOK YOUR ADVICE
AND FORMED BUSINESS
UNITS WITHIN THE
COMPANY...



S. Adams E-mail: SCOTTADAMS@aol.com

NOW WE SPEND ALL
OF OUR TIME FIGHT-
ING WITH EACH OTHER
ABOUT WHO DOES
WHAT.



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WHAT EXACTLY DID YOU
MEAN WHEN YOU SAID
IT WOULD "GUARANTEE
FUTURE BUSINESS"?



OH LOOK - MY
CONTRACT
JUST EXPIRED.

Dilbert

By Scott Adams



I'D LIKE YOU ALL TO MEET OUR NEW CO-OP EMPLOYEE.

WE DON'T PAY HIM. HE WORKS FOR FREE TO GAIN VALUABLE JOB EXPERIENCE.

I'M PUTTING YOU IN CHARGE OF THE PFG PROJECT!

WOAH WHAT IS IT?!

PFG STANDS FOR "PAPER TOWEL GUY."

IF SOMEBODY SPILLS COFFEE, IT'S YOUR JOB TO THROW YOUR BODY ON IT BEFORE IT REACHES ONE OF US.

GOOPS

FIRE IN THE HOLE !!!

HOW'D I DO?

NOT SO GOOD, KID THAT WAS TEA.

HA HA! NOW THAT THE
ENGINEERS MUST CHARGE
THEIR TIME TO MARKETING,
WE OWN YOU!



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I'LL JUST REPROGRAM YOUR
COMPUTER THROUGH THE
LAN SO ITS RADIATION
WILL ALTER YOUR DNA.



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IS THAT POSSIBLE??!

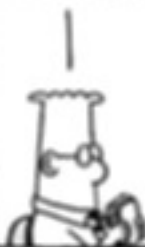
AS FAR AS
YOU KNOW.



I TOLD A GUY IN
MARKETING THAT I
PROGRAMMED HIS
COMPUTER TO ALTER
HIS DNA STRUCTURE.



HE THINKS
HE'LL TURN
INTO SOME
KIND OF
ANIMAL.



TELL HIM YOU
SET IT TO
"WEASEL."
IT'LL TAKE
LONGER TO
NOTICE ANY
CHANGE.



TELL ME THE
TRUTH, ALICE.
CAN DILBERT
REPROGRAM
MY DNA?



YEAH. YOU
MARKETING
GUYS ONLY
HAVE ONE
HELIX.



MAYBE YOU SHOULDN'T
HAVE TOLD STAN YOU
REPROGRAMMED HIS DNA
THROUGH THE LAN.



S. ADAMS, E-mail: SCOTTADAMS@aol.com

THOSE MARKETING GUYS
BELIEVE ANYTHING.
THEY EVEN BELIEVE
MARKET RESEARCH, FOR
HEAVEN'S SAKE.



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THERE'S NO
TELLING WHAT
THE POWER OF
SUGGESTION
MIGHT DO.



WELL,
THANK YOU
VERY
MUCH.



I JOKINGLY TOLD STAN
IN MARKETING THAT I
REPROGRAMMED HIS DNA.
HE'S SO GULLIBLE THAT
HE'S ACTUALLY
CHANGING!



5. A2gms E-mail: SCOTTADAMS@aol.com

YOU MUST USE HIS
GULLIBILITY TO REVERSE
THE PROCESS. REMEMBER,
HIS ENTIRE REALITY IS
SHAPED BY UNVERIFIED
CUSTOMER ANECDOTES.



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I HEARD A RUMOR OF A
STORY OF AN ALLEGED
FOCUS GROUP WHERE A
QUOTE TAKEN OUT OF
CONTEXT INDICATES YOU'RE
NOT BECOMING A WEASEL.



OUR NEW DRESS POLICY
AT WORK ALLOWS
CASUAL CLOTHES ON
FRIDAYS.



THAT'S GOOD, BECAUSE
STUDIES HAVE SHOWN
THAT FRIDAYS ARE THE
ONLY SAFE DAY TO DRESS
CASUALLY; ANY OTHER
DAY WOULD CAUSE A
STOCK PLUNGE.



IS IT JUST ME
OR IS THAT
POLICY
STUPID?

THAT'S NOT
AN "OR"
QUESTION.



I WANT US TO HAVE
THE SAME KIND OF
TEAMWORK AS THE
EGYPTIANS WHO BUILT
THE PYRAMIDS!



S. Adams, E-mail: SCOTTADAMS@aol.com

SOME SCHOLARS
BELIEVE THE PYRAMIDS
WERE BUILT BY SLAVES.



BUT THERE'S SOME
DOUBT; THAT'S
ALL I'M SHOOTING
FOR.

I THINK THEY
WERE GUIDED BY
UFOs TOO.



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Dibbert

By Scott Adams



WE DESPERATELY NEED
ANOTHER PERSON ON
MY PROJECT!!



WE'RE ALREADY OVER
HEADCOUNT. GET A
CONTRACT EMPLOYEE.

OKAY, BUT THEY
COST TWICE AS
MUCH.



PLUS WE
NEED TO
BUY A
COMPUTER.

RENT ONE.
WE'RE OVER
OUR CAPITAL
BUDGET.



RENTING IS EXPENSIVE.
WE'LL GO OVER OUR
EXPENSE BUDGET.

I'LL FIRE GALLY.
THAT WILL FREE
UP SOME CASH.



GALLY'S ON
MY PROJECT!



FORGET IT! I'LL
JUST WORK SIXTEEN
HOURS A DAY!!



THAT WORKED OUT
PERFECTLY. I THINK
I MIGHT BE A
GENIUS OR SOMETHING.



I WONDER IF I SHOULD
HAVE TOLD HIM THE
PROJECT WAS
CANCELLED LAST WEEK.



EVERYBODY IN ENGINEERING
USES THIS PROGRAM I
WROTE. I THINK MARK-
ETING SHOULD TURN IT
INTO A PRODUCT.

I WOULDN'T
BUY THIS.

THAT'S IRRELEVANT
BECAUSE THE TARGET
MARKET WOULD BE
ENGINEERS.

ENGINEERS
THINK THE SAME
AS MARKETEERS.

IF THAT WERE TRUE WE'D
BE SITTING IN A CAVE
TRYING TO DECIDE IF
ROCKS ARE
EDIBLE.

YOU KNOW,
YOU COULD
KEEP RECIPES
ON THIS.

I AM SAINT DOGBERT.
I HAVE COME TO DRIVE
OUT THE STALE AND
OVERUSED JOKES ABOUT
THE INFORMATION SUPER-
HIGHWAY.



E-mail: SCOTTADAMSBAGL.COM

SOMETIMES I
FEEL LIKE
ROADKILL ON
THE INFORMATION
SUPERHIGHWAY!



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DON'T MAKE
ME COME OVER
THERE!



I THINK YOU LIKE
THAT COMPUTER
MORE THAN YOU
LIKE ME.



THAT'S NOT TRUE,
LIZ. I DO NOT
LIKE THAT COMPUTER
MORE THAN I LIKE
YOU.



PLEASE, PLEASE
DON'T ASK
ABOUT THE
LAPTOP.

"THAT"
COMPUTER?



OKAY, LET'S START
BY DOCUMENTING
YOUR MARKET
REQUIREMENTS.



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NO, LET'S START BY
YOU TELLING ME ALL
THE THINGS YOU CAN
DESIGN. THEN I'LL
TELL YOU WHICH ONE
I LIKE.



WORK CAN
BE VERY
REWARDING.
YOU SHOULD
TRY IT.

WHAT'S
THAT
DOOHICKEY
YOU HAVE
THERE?

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CAROL, THE NEXT TIME YOU
ORDER MY BUSINESS CARDS,
SPELL OUT MY FULL TITLE:
"DIRECTOR OF PRODUCT
ENHANCEMENTS."



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DON'T USE THE
ACRONYM "DOPE."



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I DIDN'T KNOW
YOU WERE THE
DIRECTOR OF
PRODUCT ENHANCE-
MENTS.



I WANT YOU TO
STUDY OUR OPTIONS
FOR PROJECT "ZEBRA"
AND MAKE A
RECOMMENDATION.



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TRANSLATION: "READ MY
MIND THEN RECOMMEND
THE OPTION I'VE ALREADY
DECIDED ON"



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I'LL GET
RIGHT
ON IT!

TRANSLATION:
"I AM DOOMED.
I WILL GO
LOOK FOR
NAUGHTY
PICTURES ON
THE INTERNET
INSTEAD."



Dilbert

By Scott Adams



I'VE DECIDED TO
MAKE SOME
CHANGES TO OUR
CORPORATE CULTURE

LET ME GUESS
WHAT THAT
MEANS.

WE'LL WORK
LONGER HOURS
WITHOUT EXTRA
PAY.

YOUR MANAGEMENT
STYLE WILL REMAIN
EXACTLY THE SAME
BECAUSE LORD KNOWS
THERE'S NO NEED FOR
YOU TO CHANGE.

WE'LL START CALLING
OURSELVES A "TEAM"
SO IT DOESN'T SEEM
LIKE WORK!

I PREDICT THERE WILL
BE VAPID SLOGANS
PRINTED ON NOTEPADS,
AND MAYBE SOME
USELESS MEETINGS.

SHE'S
PSYCHIC!

IS IT JUST ME
OR IS THE
CULTURE
ALREADY
CHANGING?

I FEEL
IT! WE'RE
CHANGING!

WHAT'S
NEXT
ON THE
FAD
MENU?

I WONDER IF
IT'S TOO LATE
TO RUL BY
FEAR.

WHAT DID
YOU BRING
TO READ?

IT'S A BOOK
OF TIPS FOR
MY NEW
COMPUTER
GOLF GAME.

SO... YOU'RE READING
A BOOK... ABOUT A
COMPUTER SIMULATION...
OF AN ACTIVITY THAT'S
ALMOST A SPORT...

THAT'S
ABOUT AS
CLOSE AS
YOU CAN GET
TO BEING A
NON-ORGANIC
LIFE FORM.

THIS CHAPTER
IS ABOUT
DRIVING THE
LITTLE CART.

SALEM'S E-mail: SCOTTADAMS@aol.com

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THAT'S AN INTERESTING
SUGGESTION, WALLY. BUT
IF IT'S A GOOD IDEA, WHY
AREN'T OTHER COMPANIES
DOING IT?



S. Adams E-mail: SCOTTADAMS@aol.com

CAN YOU IMAGINE IN
YOUR WILDEST DREAMS
THAT MAYBE, JUST MAYBE
I HAD A GOOD IDEA
THAT NOBODY ELSE
THOUGHT OF?!!



YOU
MUST
HAVE
SEEN
IT IN
A BOOK.

THANKS FOR
THE CONFIDENCE
IN MY
ABILITIES.

YOU
READ A
BOOK?



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I DON'T KNOW WHAT
KIND OF GIFT TO BUY
FOR TED'S BABY
SHOWER.



HAND-CRAFTED ITEMS
ARE GOOD. CUT THREE
HOLES IN A PAPER BAG
AND YOU'VE GOT A
LOVELY BABY DRESS.



HE MIGHT
THINK I'M
CHEAP.

DO YOU THINK
THE KID HAS A
SALT SHAKER
YET?



TED'S BABY SHOWER

OH LOOK, IT'S
A STAPLER...



I CAN USE THIS TO
TAKE UP THE HEM ON
THE LOVELY HAND-
CRAFTED PAPER BAG
DRESS THAT DILBERT
MADE.



IT LOOKS JUST
LIKE THE ONE
THAT DISAPPEARED
FROM MY CUBICLE
THIS MORNING.

EXCEPT YOURS
HAD STAPLES.



IT'S REALLY DIFFERENT
AROUND HERE SINCE WE
LOST DILBERT'S DAD.

WHEN DID
HE DIE?

HE'S NOT DEAD. WE
LOST HIM AT THE MALL,
CHRISTMAS OF '92.

SHOULDN'T
YOU BE
LOOKING
FOR HIM?

I SAID IT'S
DIFFERENT,
NOT WORSE.

I CAN'T BELIEVE YOUR
FATHER HAS BEEN
LOST AT THE MALL
SINCE 1992!



5 Actors. E-mail: SCOTTADAMS@aol.com

IF MY FATHER OR
MY HUSBAND WERE
LOST AT THE MALL
I'D BE SEARCHING
FOR HIM TWENTY-
FOUR HOURS A DAY!!



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WE'RE
WAITING
FOR A
SALE.

YOU'RE A BIT
OF A WHINER,
AREN'T YOU,
DEAR?



Dilbert

By Scott Adams



I HAD A FEW
SUGGESTIONS ON
YOUR DOCUMENT,
ALICE.

THANKS

BONK

I'VE MADE SOME
UPGRADE'S TO
YOUR DOCUMENT,
ALICE

THAT'S JUST WHAT
IT NEEDED. A BUNCH
OF OBTUSE ACRONYMS
AND JARGON

OOOH, LOOKY! YOU'VE
ALSO MADE ELEGANT
MULTI-TOPIC SENTENCES
OUT OF MY STUBBY
CLEAR ONES!

THANK YOU. AND
PUT ME DOWN AS
THE AUTHOR SINCE
I'M THE BOSS

MAYBE I SHOULD
DISTRIBUTE LITTLE
PLASTIC STATUES OF
YOU WITH EVERY
COPY. HOW
ABOUT THAT?

HERE'S YOUR
COPY, HERE'S
YOUR STATUE.
DON'T ASK

OUR QUALITY
IS LOW, BUT
AT LEAST WE
DON'T GET
CREDIT.

AS USUAL, THE BOSS IS
LATE. WHAT DO YOU
WANT TO DO?



LET'S PRACTICE MAKING
SMALL TALK. IT'LL
COME IN HANDY WHEN
WE MEET WITH
MARKETING.



SO, ALICE,
HAVEN'T
WE SEEN
THAT OUTFIT
A LOT?



THIS CHAIR
IS SPRINGY.
DO YOU
THINK THEY'RE
ALL SPRINGY?

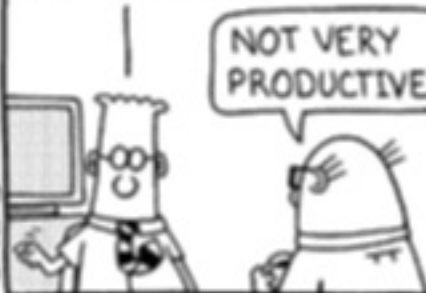


IT'S AMAZING
HOW MUCH WE'VE
CHANGED SINCE
PREHISTORIC
TIMES.



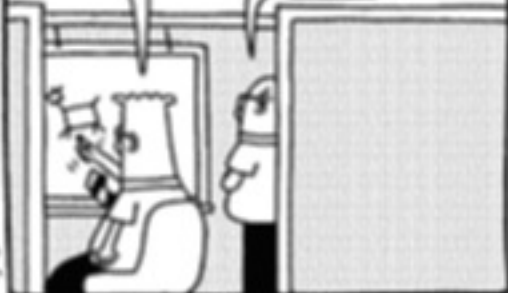
OUR ANCESTORS JUST
SAT AROUND IN CAVES,
GRUNTING AND DRAWING
ON THE WALL.

NOT VERY
PRODUCTIVE.



IT WAS JUST
THIS, ALL
DAY LONG.

MMM
YUP.



MY PROPOSED WORK
PLAN FOR THE YEAR
IS TO STRESS-TEST OUR
PRODUCT UNDER SEVERE
NETWORK CONDITIONS.

I WILL ACCOMPLISH THIS
BY DOWNLOADING
LARGE IMAGE FILES
FROM THE BUSIEST
SERVERS ON THE NET.

I WAS THIS CLOSE
TO MAKING IT MY
JOB TO DOWNLOAD
NAUGHTY PICTURES

IT'S JUST AS
WELL; I
WOULD HAVE
HAD TO
KILL YOU.

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BOB, YOUR SELF-ESTEEM
MIGHT IMPROVE IF YOU
GOT A JOB.

AS WHAT?

THERE'S AN OPENING
IN OUR PROCUREMENT
DEPARTMENT. YOU'D
BE PERFECT.

WHAT DOES
PROCURE-
MENT DO?

THEIR JOB IS TO PREVENT
US FROM GETTING THE
COMPUTERS WE WANT.

CAN I HIT
PEOPLE WITH
MY TAIL?

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BOB WORKS IN PROCUREMENT

YOUR DUTIES ARE SIMPLE.
PEOPLE WILL COME TO YOU
AND ASK FOR THINGS.



SABRUS E-mail: SCOTTADAMBRADOL.COM

ASSUME ALL EMPLOYEES
ARE LYING, TREASURE-
HUNTING THIEVES. GIVE
THEM LOW-COST SUB-
STITUTES AND CLAIM THE
SAVINGS ON YOUR
ACCOMPLISHMENTS.



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I ASKED FOR A MULTIMEDIA
LAPTOP PC. THIS IS A
"DYMO" LABELER.



NICE TRY, PAUL,
IF THAT'S YOUR
REAL NAME.



BOB IN PROCUREMENT

I'M AFRAID THE EQUIP-
MENT YOU WANT IS
NOT ON THE APPROVED
EQUIPMENT LIST.



LET ME THINK... IF I
ADD THIS TO THE
APPROVED LIST, THAT'S
MORE WORK FOR ME...
BUT IF I SAY NO, IT'S
MORE WORK FOR YOU...
HMM... THINK, THINK...



I'D LIKE
TO SEE
THIS
ALLEGED
LIST.



WELL, IT'S NOT
SO MUCH A
PHYSICAL LIST
AS IT IS A
PHILOSOPHY.



Dilbert

By Scott Adams



OUR NEW VP SAYS
HE HAS AN "OPEN
DOOR POLICY" LET'S
CHECK IT OUT.



ANNOY
KNOCK



HI HO. NOTHING
IMPORTANT. WE
JUST WANTED TO
DROP IN.



THIS OPEN DOOR
POLICY IS GREAT.
OUR LAST VP
WAS ALSO.

ARE THOSE
SOURMILLS?



LOOK AT ALL
THE FURNITURE
IN HERE!

I CALL
COUCH.



IS THERE SOMETHING
I CAN DO FOR YOU?



WELL...SOMETIMES
OUR COUNCILS ARE
TOO HOT.

COULD YOU
HAVE SOMEBODY
LOOK INTO IT?



BOY, THOSE SOURMILLS
SORE UP. YOU' INTO A
FALSE SENSE OF
SECURITY.

THE MAN IS
LIKE A HUGE
INSENSITIVE
SPIDER.



I THINK, THEREFORE
I AM.

BUT I'M MICROMANAGED,
THEREFORE I AM NOT.

I HAVE A
PHILOSOPHICAL
QUESTION FOR
YOU.

YOU'RE NOT ME,
THEREFORE YOU'RE
IRRELEVANT.

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WE'RE PLANNING TO
HIRE A TEMP AT
WORK. YOU SHOULD
APPLY FOR THE JOB,
RATBERT.

WOW! ME?
A TEMP?!

AS A TEMP I WOULD
FINALLY GET ALL OF
THE RESPECT AND
UNCONDITIONAL LOVE
THAT I DESERVE!!

DANGER: SHARP
LEARNING
CURVE AHEAD.

I ASSUME
I'LL GET AN
OFFICE AND
A SECRETARY.

I SUBMIT MYSELF AS A
CANDIDATE FOR THE
POSITION OF "TEMPORARY
EMPLOYEE."



I'M VERY TEMPORARY.
FIRST I'LL BE IN ONE
PLACE AND THEN YOU
BLINK AND I'M GONE!
BLINK, GONE, BLINK,
GONE, BLINK, GONE...



STOP SAYING "BLINK,
GONE." IT'S MAKING
ME NUTS.

IT APPEARS THAT
THE BALANCE OF
POWER HAS
SHIFTED MY WAY.



CONGRATULATIONS ON
GETTING HIRED AS A
TEMP, RATBERT.



WHERE DO I
START?!



S. Adams E-mail: SCOTTADAMS@aol.com

YOUR OFFICE IS THIS
CARDBOARD BOX IN THE
MAIN HALLWAY. THE
REGULAR EMPLOYEES WILL
NOT MAKE EYE CONTACT
OR ASK YOUR NAME.



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YOUR STATUS IS
ROUGHLY BETWEEN
THE SECURITY
GUARD AND THE
CRUD BEHIND THE
REFRIGERATOR.



DO I GET A
COMPANY CAR?



RATBERT THE TEMP WORKER

THIS IS REALLY
TESTING MY SENSE
OF SELF-WORTH.



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I WILL COMPENSATE
BY SHOUTING A
LIST OF MY TALENTS
TO ANYBODY WHO
WALKS PAST.



IGNORE HIM. HE'S
TRYING TO TRICK
US INTO MAKING
EYE
CONTACT.



I EAT RUBBER!
I CARRY DISEASE!
I ENJOY OPERA!

RATBERT THE TEMP WORKER

I'M ONLY A TEMP,
BUT I DEMAND
RESPECT!!



OKAY, MAYBE THAT'S
TOO MUCH TO ASK.
BUT I DEMAND THAT
SOMEBODY MAKE
EYE CONTACT WITH
ME!!



HOW'S
THIS?

THAT'S
PERIPHERAL
VISION!!!



WHEN DID YOU START BELIEVING THAT YOUR BOSS WAS AN EVIL ENTITY FROM ANOTHER DIMENSION?

I'D LIKE TO SET IN ON YOUR CUSTOMER MEETING.

OH-OH

LET ME SHARE THE HIGH LEVEL STRATEGIC VIEW!

HERE WE GO.

LIFE BEGAN IN THE PRIMORDIAL STEW LITERALLY HUNDREDS OF YEARS AGO...

BUT WE ARE THE ONLY COMPANY WHO EVER FOUND SYNERGIES IN OUR WIN-WIN SOLUTIONS!

TWO HOURS LATER

AND WE WON'T STOP UNTIL WE DELIGHT EVERY CUSTOMER!

I'D BE DELIGHTED IF YOU JUST TOLD ME ABOUT YOUR NEW INTERNET ACCESS PRODUCT.

I CANCELLED THE FUNDING YESTER-DAY.

WHO'S UP FOR A TOUR OF OUR CUBICLES?

GOTTA GO.

CATBERT THE HR DIRECTOR

I THINK I'LL INVENT
SOME ILLOGICAL POLICIES
TO ANNOY EMPLOYEES.



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MY DIABOLICAL NEW
DRESS CODE WILL
MAKE THEM QUESTION
THEIR OWN SANITY.



... SO, CASUAL CLOTHES
DON'T LOWER OUR STOCK
VALUE... BUT ONLY IF
WORN ON FRIDAYS...
UNLESS SOMEBODY SEES
US... GOT IT?

I THINK I'M
INSANE.



I DON'T UNDERSTAND
YOUR NEW DRESS CODE
POLICY, MR. CATBERT.

MAYBE YOU'RE
INSANE.

IT'S SIMPLE. FRIDAYS
ARE "CASUAL." BUT
YOU CAN'T WEAR JEANS
BECAUSE JEANS LOOK
GOOD AND FEEL GOOD
AND YOU ALREADY OWN
SEVERAL
PAIRS.

IT'S ANOTHER SADISTIC
HUMAN RESOURCES PLOT
TO MAKE PEOPLE QUIT!!

SAY HELLO TO
UNSIGHTLY
PANTY LINES.

WELL, IT WOULDN'T BE FRIDAY IF I DIDN'T SEE ALICE WEARING HER ONE PAIR OF TAN PANTS.



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I LOVE THE "BUSINESS CASUAL" LOOK FOR THE WAY IT COMBINES UNATTRACTIVE WITH UNPROFESSIONAL WHILE DIMINISHING NEITHER.



DO YOU THINK THE FASHION OPINION OF A MALE ENGINEER MATTERS TO ME??



MY PLAN IS TO
MAKE YOU A
SELF-DIRECTED
TEAM.



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AFTER A FEW TEAM
MEETINGS, THE
DISRESPECT YOU HAVE
FOR EACH OTHER WILL
FESTER AND GROW INTO
FULL-BLOWN LOATHING.



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YOU'LL BEG
ME TO
MICRO-
MANAGE
YOU!! HA
HA HA!!



IT ACTUALLY
FEELS GOOD
TO HAVE A
PLAN.



I'M REORGANIZING
THE DEPARTMENT INTO
FAST-MOVING TEAMS.



GOOD PLAN. WE'LL
NEVER REALIZE WE'RE
POWERLESS, MICRO-
MANAGED SERFS AFTER
WE CALL OURSELVES
A "TEAM."



I NEED
SOME
LESS
EXPERI-
ENCED
PEOPLE.

I FEEL
FASTER
ALREADY.

THE G-FORCES
ARE KILLING
ME.



AS YOU REQUESTED, I
DROPPED EVERYTHING
AND WROTE MY CAREER
DEVELOPMENT PLAN.



I PLAN TO BOUNCE FROM
ONE ARTIFICIAL EMERGEN-
CY TO ANOTHER, LIKE A
PING-PONG BALL IN A
CLOTHES DRYER, UNTIL
ONE DAY I RESIGN.



HERE I'M
USING
HUMOR TO
MAKE A
POINT...

FAX THIS
TO HR
NOW!!



HERE'S HOW YOUR
MARKETING DEPARTMENT
CAN HELP RETAIN YOUR
BEST ENGINEERS.

MARKETING GETS AN IDEA

WE'LL LEVERAGE OUR
TECHNOLOGY BY
BUILDING ANT FARMS.

SPREADSHEETS MAKE THE
IDEA LOOK PROFITABLE.

THE ANT MILK
ALONE WILL BE
A POSITIVE
NPV!

WHAT'S
AN NPV?

WOW!

DON'T FORGET THE "WORST
CASE SCENARIO."

WORST CASE, SOMEBODY
BUILDS A GIGANTIC
MAGNIFYING GLASS
NEXT DOOR...

SOLUTION:
DITE-SIZED
ANT JERKY!

THERE'S
NO RISK!

AN ENGINEER WILL BE
ASSIGNED TO THE PROJECT.

ANT FARMS!
DO IT!

UH-OH

THE ENGINEER WILL
CHALLENGE THE ASSUMPTIONS

YOU CAN'T
GET A GALLON
OF MILK FROM
AN ANT!

WHAT DO
YOU KNOW
ABOUT
MARKETING?

RESULT: THE ENGINEER WILL
NEVER LEAVE THE COMPANY.

SO...YOUR
CURRENT JOB
IS "ANT FARM
ENGINEER"?

I'M
DOOMED

MY STATUS FOR THE WEEK
IS THAT THE ONGOING
DEHUMANIZATION FROM
MY JOB HAS CAUSED ME
TO DOUBT MY EXISTENCE.



THERE IS REASON TO
BELIEVE I AM
BECOMING INVISIBLE.



DO I
HEAR
YOUR
PAGER
BUZZING,
WALLY?



I DOUBT IT;
I DON'T KEEP
BATTERIES IN
IT.

PLINK

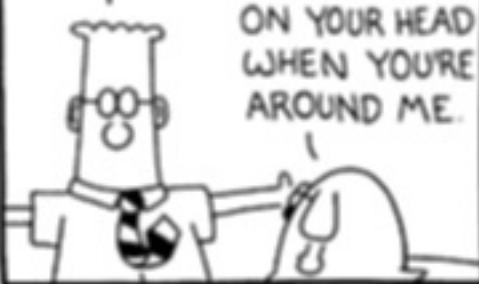


THE DEHUMANIZATION OF
MY JOB HAS RENDERED ME
INVISIBLE TO HUMANS.
ONLY YOU CAN SEE ME,
DOGBERT.



HOW CAN
WE FIX
THIS?

YOU COULD
WEAR A BAG
ON YOUR HEAD
WHEN YOU'RE
AROUND ME.



THAT'S NOT
THE FIX I
HAD IN
MIND.

IT'S NOT A
PERFECT
SOLUTION. I'D
STILL BE ABLE
TO HEAR YOU.



YOU'RE INVISIBLE TO
YOUR CO-WORKERS. BUT
YOU CAN COMPENSATE BY
FORMING A SYMBIOTIC
RELATIONSHIP WITH A
VISIBLE CREATURE.



RATBERT WILL CLING
TO YOUR BACK. HE'LL
BE YOUR VISUAL AND
AUDITORY LINK WITH
YOUR CO-WORKERS.



SO...WORKING
HARD? OR
HARDLY
WORKING?



I KNEW
THIS
COLOMBIAN
COFFEE
WAS
TROUBLE.



DON'T BE ALARMED.
I'M NOT REALLY A
RAT FLOATING IN
MIDAIR.



I'M CLINGING TO THE
BACK OF AN EMPLOYEE
WHO HAS BEEN RENDERED
INVISIBLE BY A LONG
SUCCESSION OF WORTHLESS
ASSIGNMENTS.



LOOKS LIKE
AN ISOLATED
CASE OF BAD
ATTITUDE.

WHICH ROOM
IS THE
"QUALITY"
MEETING IN?



I SIGNIFICANTLY
INCREASED MY
VISIBILITY AT WORK
TODAY, DOGBERT.



YESTERDAY I WAS
INVISIBLE TO MY
MANAGEMENT. BUT
TODAY I AM KNOWN
BY ALL.



YOU
SCREWED
UP, HUH?



OOH YEAH.
BIG TIME.



I KNOW WHERE
YOU'RE GOING.



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YOU'RE GOING TO A
MEETING WHERE EQUALLY
UNINFORMED MANAGERS
WILL MAKE DECISIONS
THAT NEUTER THE WORK

I DID ALL
WEEK.



YOU DIDN'T
DO ANY
WORK THIS
WEEK.



I THINK I'VE
GOT THIS
WHOLE "WORK"
CONCEPT
FIGURED
OUT.



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PLEASE DON'T PROMISE
THE PRODUCT MANAGER
MORE THAN WE CAN
DELIVER.

WE NEED A TOTALLY
NEW SOFTWARE
INTERFACE IN
ONE MONTH.

YOU GOT
IT!

AND REWRITE
THE OPERATING
SYSTEM SO WE
DOMINATE THE
INDUSTRY.

CONCURRENT
DEVELOPMENT
CHECK

SUDDENLY I FEEL
OMNIPOTENT.

I WANT ALL NEW
HARDWARE, ANTI-
GRAVITY PACKAGING,
HOLOGRAPHIC AGENTS...

YAWN
YAWN

CAN YOUR
TEAM REALLY
DO THAT IN
A MONTH?

LET ME GET
THEIR REACTION

AAAGH!!

PESSIMISM WILL NOT
LOOK GOOD ON YOUR
PERFORMANCE REVIEW

TWITCH

YOUR EXPENSE
REPORT WAS
REJECTED BY
ACCOUNTING.

WHY?

BECAUSE THE EMPTINESS
OF THEIR SHALLOW LIVES
MAKES THEM WANT TO
HURT OTHERS IN ORDER
TO VALIDATE THEIR
PATHETIC EXISTENCE.

CAN YOU
HELP ME
CLEAR
THIS UP?

TO BE HONEST,
I'M KINDA
BUYING IN
TO THEIR
PHILOSOPHY.

IF IT'S OKAY, I'LL HOLD
ONTO MY SOUL WHILE
I VISIT THE ACCOUNTING
DEPARTMENT.

SOUL CHECK

I CAME TO ANSWER YOUR
QUESTIONS ABOUT MY
EXPENSE REPORT.

TAKE A
SEAT.

I DON'T LIKE
THE WAY THIS
IS STARTING.

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DILBERT'S EXPENSE VOUCHER

WHAT ARE YOU
TRYING TO PULL??
DO YOU THINK
WE'RE IDIOTS IN
ACCOUNTING?!!



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NO, I SWEAR, I
THINK YOU'RE SMART
BUT SADISTIC TROLLS
WITH MANY HUMANOID
CHARACTERISTICS.



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DILBERT'S EXPENSE VOUCHER



YOU SPENT
NEARLY \$10
PER DAY ON
MEALS DURING
YOUR TRIP.



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THE TRAVEL GUIDELINES
REQUIRE YOU TO STUN
A PIGEON WITH YOUR
BRIEFCASE ON THE WAY
TO THE HOTEL THEN FRY
IT UP ON YOUR TRAVEL
IRON.



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I TRIED... BUT
IT WAS TAKING
SO LONG.

TRY THE
"WOOL"
SETTING.

DILBERT IS TRAPPED IN THE
BOWELS OF ACCOUNTING

I UNDERSTAND
YOU HAVE DILBERT
IN THERE. FREE
HIM, OR ELSE...

ELSE
WHAT?



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OR ELSE I WILL PUT THIS
CAP ON MY HEAD
BACKWARDS! YOUR
LITTLE HARDWIRED
ACCOUNTING BRAIN
WILL EXPLODE JUST
LOOKING AT IT.



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SOMETIMES I FEEL
SELF-CONSCIOUS
BECAUSE MY BRAIN
IS SO TINY.



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HERE, LET ME
REACH IN MY EAR
AND PULL IT OUT.



I THINK
THAT'S
EAR WAX,
BOB.



MAYBE. BUT
I'M PUTTING
IT BACK
JUST IN CASE.



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I MADE A FEW
CHANGES TO
THE DESIGN.

WE'LL HAVE TO WORK
AROUND THE CLOCK
FOR MONTHS TO MAKE
THESE CHANGES!!

WORK SMARTER,
NOT HARDER.

YOU'RE TRYING
TO VIOLATE
THE LAWS OF
PHYSICS!

RULES WERE MADE
TO BE BROKEN.

THIS DESIGN WOULD
CREATE ENOUGH RADIATION
TO INSTANTLY KILL THE
USER!!

BE SURE TO MENTION
THAT IN THE DOCU-
MENTATION.

LET'S WORK SMARTER,
NOT HARDER.

I THINK WE FOUND
THE ONLY "BETA"
TESTER WE'LL NEED.

TINA, YOU'LL HAVE TO HAVE ALL THE DOCUMENTATION WRITTEN BY NEXT WEEK SO WE CAN SHIP IT WHEN THE SOFTWARE IS DONE.



5. Address E-mail: SCOTT@AMSBAD.COM

HOW CAN I WRITE INSTRUCTIONS FOR SOMETHING THAT DOESN'T EXIST YET?

YOU'LL HAVE TO MAKE LOGICAL GUESSES.



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"IF YOU PRESS ANY KEY YOUR COMPUTER WILL LOCK UP. IF YOU CALL OUR TECH SUPPORT WE'LL BLAME 'MICROSOFT.'"



I FEEL LIKE
TWEAKING SOME
BRITTLE
PEOPLE. DO
YOU KNOW ANY
BRITTLE PEOPLE?

TRY TINA THE TECH
WRITER. SHE BELIEVES
THAT ALL FORMS OF
EXPRESSION ARE AN
INSULT TO HER GENDER
AND HER
PROFESSION.

THE STATUE
OF "VENUS
DE MILO"
HAS NO
ARMS.

OH, I GET IT.
YOU'RE SAYING
THAT WOMEN
CAN'T LIFT
HEAVY OBJECTS.

DOGBERT TWEAKS TINA THE
BRITTLE TECH WRITER.

WHAT DO YOU
THINK OF THE
MOVIE "THELMA
AND LOUISE"?



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I KNOW WHAT YOU'RE
TRYING TO SAY. YOU
THINK ALL WOMEN
ARE BAD DRIVERS.
THAT'S REALLY THE
POINT OF THE MOVIE,
ISN'T IT??



IF YOU'RE NOT OFFENDED
YET, TUNE IN TOMORROW.

THE
"THREE
STOOGES"?

WHY ARE ALL
OF THE DOCU-
MENTARIES
ABOUT MEN??!



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DOGBERT TWEAKS TINA THE
BRITTLE TECH WRITER

IS TECHNICAL WRITING
THE SAME AS WORD
PROCESSING?

NO!!!



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I AM A HIGHLY SKILLED
COMMUNICATIONS
PROFESSIONAL! I CAN
TAKE JUMBLES OF INERT
THOUGHTS AND BRING
THEM TO LIFE!!

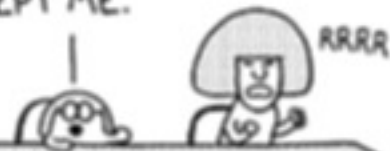


MY SECRETARY IS RUNNING
THE STAFF MEETING. I
NEED YOU TO
RETYPE THIS
ORG CHART.



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THIS WEEK WE INTRODUCED
TINA THE BRITTLE TECH
WRITER TO THE STRIP.
TINA IS DYSFUNCTIONAL
LIKE EVERYBODY HERE
EXCEPT ME.



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SEND YOUR OPINIONS
BY E-MAIL TO
SCOTTADAMS@aol.com

IT'S THE ONLY
WAY WE CAN
LEARN.



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PICK ONE

- A. WOMEN SHOULD ONLY BE
PORTRAYED AS LAWYERS
AND STARSHIP CAPTAINS.
- B. I DON'T HAVE E-MAIL.
- C. TINA SHOULD BE TREATED
WITH THE SAME DIGNITY
AS DILBERT AND WALLY.
- D. TAKE AN ART CLASS.



RECORDS
RETENTION

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THESE VALUABLE
DOCUMENTS SHOULD
BE STORED FOR
FIVE YEARS.



THIS JOB GOT SO MUCH
EASIER WHEN I REALIZED
THAT NOBODY EVER
ASKS FOR ANYTHING
BACK.



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PROFITS ARE DOWN,
MORALE IS SINKING;
IT'S TIME FOR BOLD
LEADERSHIP!!



SO I GOT SOME
INSPIRATIONAL POSTERS
FEATURING A VARIETY
OF RELEVANT NATURE
SCENES.



I THINK
YOU CAN
RELATE TO
THIS
SCENE.

AM I THE
SEAGULL OR
THE CLAM?



MY NEW INSPIRATIONAL
POSTER IS SO EFFECTIVE
THAT I DECIDED TO
CARRY IT WITH ME.



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WHAT DO
YOU THINK,
ALICE?
ARE YOU
INSPIRED?



I'D REALLY
HAVE TO
SEE THE
FRONT...



HMM... I DON'T
THINK THERE'S
A WIN-WIN
SCENARIO
HERE...



TELL ME
ABOUT
IT...



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MY INSPIRATIONAL
POSTERS AREN'T WORKING.
I NEED TO DO SOME
ANIMAL RESEARCH, RATBERT.

READY!!

IN THIS BEAUTIFUL
SCENE WE SEE A MIGHTY
EAGLE SWOOPING DOWN
TO CAPTURE ITS PREY.
WHAT IS YOUR REACTION?

I THINK
IT'S
WORKING.

RUN
FOR IT,
MOM!!!

I SHOULD QUIT AND
BECOME A CONTRACT
EMPLOYEE. THEN I'D
HAVE MORE INCOME
AND I'D FEEL THE
WIND IN MY
HAIR.



IT'S POSSIBLE YOU'D
HAVE NO INCOME
AT ALL...



AND IF YOU WANT WIND
IN YOUR HAIR YOU'LL
HAVE TO TAKE OFF YOUR
SHIRT AND RUN AROUND
WITH YOUR ARMS UP.



THANK YOU
FOR YOUR
SUPPORT.

ALICE, I'M THINKING ABOUT QUITTING AND BECOMING A CONTRACT EMPLOYEE. DO YOU HAVE ANY ADVICE?

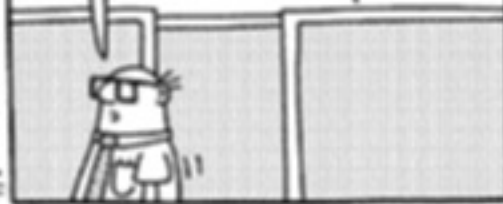


SLEEP IN DOORWAYS SO IT DOESN'T RAIN ON YOU. THE BEST SHOPPING CARTS ARE AT "LUCKY." YOU CAN MAKE AN EXCELLENT SIGN WITH A BLACK MARKING PEN AND A HUNK OF CARDBOARD.



I HATE ALL OF MY CO-WORKERS.

DESPITE THE NAME, FOOD STAMPS ARE NOT EDIBLE.



I NEED TO THINK
"OUTSIDE THE BOX"
TO COME UP WITH A
CREATIVE DESIGN...



5 Adams E-mail: SCOTTADAMS@aol.com

I PUSH MY CHAIR INTO
THE HALLWAY TO CHANGE
MY VIEWPOINT AND
STIMULATE MY
CREATIVE JUICES.



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SUDDENLY
MY JUICE
DRIES UP.



YOU'RE A FIRE
HAZARD. DO
YOUR THINKING
INSIDE YOUR
BOX.



WE JUST HIRED JACK
AWAY FROM OUR
COMPETITOR. HE WAS
THEIR BEST MANAGER.



JACK WILL BE
IN CHARGE
OF PROJECT
"GOOSEFOOD."



I'D LIKE YOU
TWO TO BRIEF
JACK ON THE
PROJECT.



PROJECT "GOOSEFOOD"
HAS NO BUDGET AND
NO MANAGEMENT
SUPPORT.



YOUR JOB IS TO
BUILD A GLOBAL
INFORMATION
NETWORK IN TWO
WEEKS.



FAILURE IS CERTAIN.
SOON YOU WILL
LEAVE THE INDUSTRY
IN DISGRACE.



... JUST LIKE THE
OTHER "BEST
MANAGERS" WE
HIRED FROM OUR
COMPETITORS.



JUST OUT OF
CURIOSITY,
HOW DID THE
PROJECT GET
ITS NAME?

LET'S JUST
SAY THAT
YOU'RE THE
GOOSE
FOOD...



AS DIRECTOR OF HUMAN
RESOURCES I'VE BEEN
ASKED TO REDUCE THE
COST OF EMPLOYEE
BENEFITS.



THE COMPANY WILL NO
LONGER PAY FOR EYE-
GLASSES. BUT WE WILL
SUPPORT A NEW VISION-
CORRECTION
PROCEDURE.



RADIAL
KERATOTOMY?

SQUINTING.



I HAVE TO CUT JANITOR EXPENSES. DO YOU THINK I'LL HAVE ANY HR ISSUES IF I MAKE EMPLOYEES EMPTY THEIR OWN TRASH?



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WE'LL SOFTEN THE BAD NEWS BY SIMULTANEOUSLY INTRODUCING A NEW EMPLOYEE FITNESS PROGRAM...



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OKAY, EVERYBODY, IT'S TIME TO TRASHERCISE!!!



I'M WRITING AN E-MAIL
TO PROTEST THE NEW
POLICY OF MAKING THE
EMPLOYEES EMPTY THEIR
OWN TRASH AT NIGHT.



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IT'S STUPID TO HAVE
HIGHLY PAID ENGINEERS
DOING UNPRODUCTIVE
TASKS WHEN WE COULD
BE INVENTING THE
FUTURE!



ARE YOU COMING
TO THE "QUALITY
FAIRE"?



NO, THIS WILL
TAKE ANOTHER
HOUR.

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HERE'S THE PROBLEM.
WE'VE GOT A
WHOLE NEST OF
PAPER TROLLS.



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AAATIEE!



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IF I CALL 911 NOW
I'LL NEVER KNOW
IF THE LOWER PAPER
TRAY WOULD HAVE
WORKED.



HERE'S MY TIME SHEET,
FILLED OUT IN
INCREMENTS OF
FIFTEEN MINUTES.



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AS USUAL, I CODED THE
USELESS HOURS SPENT IN
MEETINGS AS "WORK,"
WHEREAS THE TIME I
SPENT IN THE SHOWER
DESIGNING CIRCUITS IN
MY MIND IS "NON-WORK."



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INTERESTINGLY, EVEN THE
TIME I SPEND COMPLAIN-
ING ABOUT MY LACK OF
PRODUCTIVITY IS
CONSIDERED "WORK."



IF THE DEPARTMENT
MEETS ITS GOAL FOR THE
QUARTER YOU CAN SHAVE
MY HEAD!



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THAT WOULD
BE A BIG
IMPROVEMENT.

HE'S TRYING TO
SAVE MONEY
ON A HAIRCUT



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IF WE DOUBLE OUR
GOAL CAN WE IRON
YOUR SHIRT, TOO?

I NEED SOME
LESS EXPERIENCED
EMPLOYEES.



IT'S TIME FOR MARKETING
TO PUT THE GLITTER ON
THIS SOFTWARE YOU'VE
CREATED.

WITH MY GUIDANCE
THIS WILL BECOME
THE PREMIER DATA
BACKUP SOFTWARE!

BEAR IN MIND THAT
WE SAID IT WOULD
TAKE SIX
MONTHS TO
WRITE IT.

YOU ONLY
GAVE US A
MONTH.

WE'LL FIX THE BUGS
IN THE NEXT RELEASE.

TELL ME ABOUT
THE FEATURES.

AT THIS POINT
ALL IT DOES IS
ERASE YOUR
DISK DRIVE.

UNLESS
YOU'RE ON
A NETWORK.

WHAT HAPPENS
IF YOU'RE ON
A NETWORK?

IT ERASES
EVERYBODY'S
DISK DRIVES.

AND HEAVEN
HELP YOU IF
YOU HAVE A
MODEM...

IT CALLS
ALL YOUR
FRIENDS
AND ERASES
THEIR PCs.

WE'LL CALL IT
"QuickProtect."

IF YOU HAVE A
SOUND CARD IT
SWEARS AT YOU.

WHERE ARE YOU
TAKING ALL OF
THAT OFFICE
EQUIPMENT?



I'M HAVING
A GARAGE
SALE.



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OUR NEW COMPANY SLOGAN
IS "ACT LIKE YOU OWN
THE COMPANY." SO I'VE
BEEN SELLING THE STUFF
THAT I DON'T USE AND
KEEPING THE MONEY.



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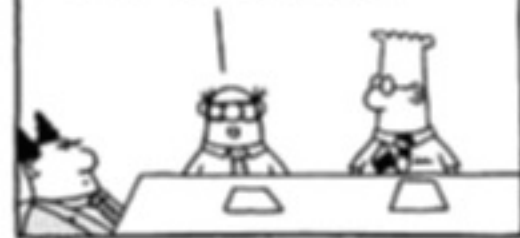
IS THAT MY
NEW COLOR
MONITOR?



YEAH, I NEVER
USED THAT
THING.



I'M HAPPY TO REPORT
THAT I HAVE EMBRACED
THE NEW COMPANY
SLOGAN "ACT LIKE YOU
OWN THE COMPANY."



THIS MORNING I FIRED
THE MARKETING DEPART-
MENT AND HAD SECURITY
ESCORT THEM OUT.



THAT'S NOT
EXACTLY
WHAT WE
HAD IN
MIND...

FORTUNATELY I
ANTICIPATED
YOUR REACTION.



PRESS "ONE" FOR SALES.
PRESS "TWO" IN A HOPE-
LESS EFFORT TO GET
TECHNICAL SUPPORT.



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PRESS "ONE" FOR ANSWERS
TO QUESTIONS YOU DON'T
HAVE. PRESS "TWO" IF
YOU'RE GULLIBLE AND
OPTIMISTIC.



PRESS "TWO" IF YOU'RE
WILLING TO BUY
SOMETHING JUST SO
YOU CAN TALK TO A
HUMAN BEING ...



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I'VE BEEN ON HOLD FOR
TECH SUPPORT SINCE TUESDAY.
GET BOB AND MEET ME
IN THE CAR.



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I CAN'T WAIT TO
TRY MY NEWEST
MANEUVER, THE
"TURBAN WEDGIE."



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IT STARTS LIKE A REGULAR
WEDGIE THEN I WRAP
IT AROUND
HIS HEAD.

QUESTION...



ALICE, I'VE DECIDED
TO ADD A RESOURCE
TO YOUR PROJECT.

WE'RE HUMAN
BEINGS, NOT
"RESOURCES"!!

WOULD IT HELP IF
I TOLD YOU THAT
RESOURCES ARE OUR
MOST VALUABLE
ASSET?

I FOUND SOFTWARE
THAT HELPS MANAGERS
WRITE PERFORMANCE
EVALUATIONS!

UH-OH

IT'S MADE BY
THE SAME
COMPANY THAT
MAKES FORTUNE
COOKIES FOR
CANADA!

THAT
MAKES
ME FEEL
BETTER.

NEXT DAY

"DON'T
BUY A
NEW
CAR."

I DIDN'T THINK
YOU KNEW HOW
TO USE A PC.

MY SECRETARY
WROTE THESE.

I HAVE TO TAKE A CONTRACT TO OUR COMPANY LAWYER. I NEED YOUR HELP, DOGBERT.

PLEASE REVIEW THIS CONTRACT. I NEED IT TODAY.

GIVE ME ALL OF YOUR COPIES PLUS THE ORIGINAL. THEN GO AWAY.

DON'T DO IT! HE PLANS TO LOSE THEM!!

I CANNOT APPROVE THIS. SOMEBODY MIGHT SUE US FOR NO GOOD REASON.

THAT'S TRUE WITH ANY CONTRACT. ISN'T HE USING ABSURD LOGIC?

LET'S FIND OUT.

APPROVE THE CONTRACT NOW OR I'LL SUE YOU FOR OBSTRUCTION OF DOGS!!

GRAY GRAY

THE GREAT THING ABOUT ABSURD LOGIC IS THAT IT FITS ANY SITUATION.

WOW

WE'RE HAVING
AN ISO 9000
AUDIT THIS
WEEK.



TAKE A LOOK AT YOUR
DOCUMENTED JOB
DESCRIPTIONS AND
MAKE SURE THAT IT'S
WHAT YOU'RE DOING
IF THE AUDITOR ASKS.



ACCORDING TO
THIS I'M SOME
SORT OF
ENGINEER.

AS IF WE'D
HAVE TIME
FOR THAT...



I'VE BEEN HIRED
BY YOUR COMPANY
TO PERFORM AN
ISO 9000 AUDIT.



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BASICALLY, YOU GIVE
ME MONEY AND I
TELL YOU THAT YOU'RE
A BUNCH OF DOLTS.
IT'S THE PERFECT JOB
FOR ME.



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TELL ME
WHAT YOU
DO HERE,
ALICE, IF
THAT'S
YOUR REAL
NAME.)



I'M AN ENGINEER.
I MAKE SLIDES
THAT PEOPLE
CAN'T READ.
SOMETIMES I
EAT DONUTS.

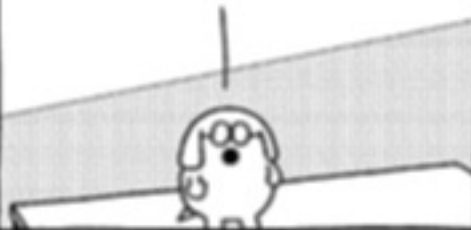


HERE ARE THE RESULTS
OF MY ISO 9000
AUDIT OF YOUR
COMPANY.



S. Adams E-mail: SCOTTADAMS@aol.com

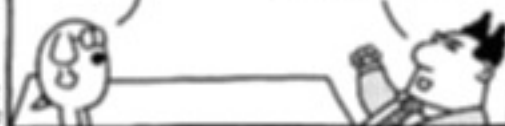
YOUR EMPLOYEES ARE
LARGELY UNTRAINED
AND - I COULDN'T
HELP NOTICE - FAIRLY
UNATTRACTIVE.



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HOWEVER, THEY
ARE ALSO
HIGHLY SKILLED
LIARS, SO
YOU PASSED
THE AUDIT
EASILY.

WE SUCCEED
WHERE IT
COUNTS !!!



ALICE IS
SITTING IN
FOR THE BOSS!

PRODUCTIVITY
AT LAST !!!

EFFICIENCY!
YES!!

AS LONG AS SHE
DOESN'T GET AN
ATTITUDE...

5/10/95 E-mail: SCOTTADAMS@aol.com

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ALICE SITS IN FOR THE BOSS

I WILL APPROVE
YOUR EXPENSE
VOUCHER ON ONE
CONDITION.



S Address E-mail: SCOTTADAMBRAGL.COM

YOU MUST SLAY THE
CREATURE WHO STALKS
THE OFFICE AT NIGHT
AND EATS OUR HIDDEN
SNACKS!!!



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IT HAS TO BE
EITHER YOU OR
THE SECURITY
GUARD.

SLAY HIM
FIRST AND
SEE IF THE
PROBLEM
STOPS.



YOU'RE MAKING A BIG MISTAKE. I'M NO ORDINARY MOUSE. IF YOU KISS ME I'LL TURN INTO A PRINCE!!!



DID I SAY "PRINCE"? I MEANT I'D BECOME THE SYMBOL FOR THE PERFORMER FORMERLY

KNOWN AS PRINCE. HA HA HA!! GET IT?



YOU'RE IMMUNE TO BOTH ROMANCE AND MIRTH. YOU MUST BE A... A...

THAT'S RIGHT. I'M AN ENGINEER.





WE'RE POISED FOR
SUCCESS. WE EXPECT
HUGE EARNINGS AND
INCREASED MARKET
SHARE!



NEXT ON THE AGENDA...
THERE WILL BE NO
RAISES BECAUSE IT
WILL BE A DIFFICULT
YEAR...



CAROL, I THOUGHT
I TOLD YOU TO
PUT THE "UNITED
WAY" UPDATE
BETWEEN THOSE
TWO AGENDA
ITEMS.



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YOUR RÉSUMÉ DOESN'T LIST ANY EXPERIENCE AS A JET PILOT, MISTER DOGBERT.

HOW HARD COULD IT BE?

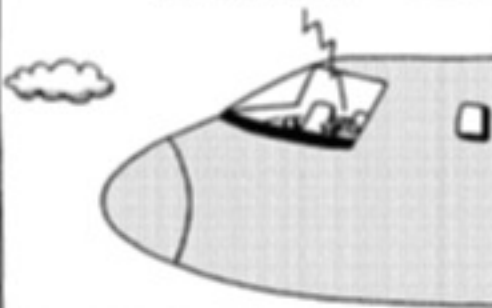
YOU COULD SPEND A LOT OF MONEY ON SOME PRETTY BOY PILOT WITH EXPERIENCE, OR YOU CAN SAVE A FEW BUCKS AND HAVE ME DRIVE THE CORPORATE JET.

I AM UNDER A LOT OF BUDGET PRESSURE... AND I'M NOT ALLOWED ON THE JET MYSELF...

IT HAS A PILOT EJECT SEAT, RIGHT?

DOGBERT, CORPORATE JET PILOT

ATTENTION,
PASSENGER.



5. Adams E-mail: SCOTTADAMS@aol.com

I'M CAPTAIN DOGBERT.
THIS IS MY FIRST
FLIGHT. I'LL BET YOU
WISH YOU HADN'T CUT
THE CORPORATE TRAIN-
ING BUDGET.



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FOR SAFETY, KEEP AN
EYE OUT THE WINDOW...
IF IT LOOKS LIKE WE'RE
GONNA HIT THE GROUND,
TRY JUMPING UP RIGHT
BEFORE IMPACT.



DOGBERT, CORPORATE JET PILOT

THIS IS YOUR
CAPTAIN SPEAKING...



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IF YOU'D LIKE TO
LAND SAFELY, THERE'S
SOMETHING I'VE ALWAYS
WANTED TO SEE A
CEO DO.



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THIS IS SO
NOT FUNNY.



THIS IS CAPTAIN
DOGBERT WITH SOME
GOOD NEWS AND
SOME BAD NEWS.



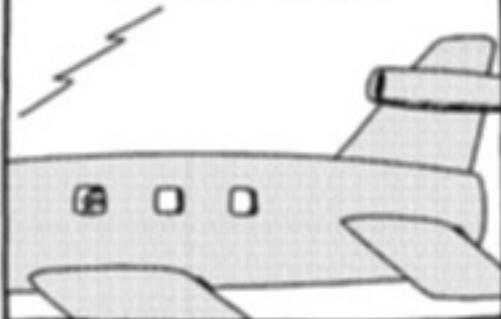
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THE GOOD NEWS IS
THAT WE'LL BE
HITTING TOWN TEN
MINUTES AHEAD OF
SCHEDULE...



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THE BAD NEWS
IS WE'LL BE
HITTING TOWN.



IT LOOKS LIKE THE
PLANE'S GOING DOWN
AND THERE'S ONLY
ONE PARACHUTE.



GIVE IT TO ME!!!
I'M A CEO WITH
A HARVARD MBA.
YOU'RE A DOG!!



THAT'S MY
KNAPSACK.



OLD
JOKE



WE'LL SUCCEED IF WE
UNDERSTAND WHO OUR
COMPETITORS REALLY
ARE!



S. Adams E-mail: SCOTTADAMS@aol.com

MY COMPETITION IS
DILBERT AND ALICE,
WITH WHOM I COMPETE
FOR SALARY INCREASES
AND RARE PROMOTION
OPPORTUNITIES.



I MEANT
OUR
EXTERNAL
COMPETI-
TION.

TELL ME
AGAIN
WHAT WE
MAKE.

NO RAISE
FOR YOU,
IDiot BOY.



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I'VE DECIDED TO
GET MORE INVOLVED
WITH YOUR PROJECT.

UH-OH.

UH-OH.

5 Additions E-mail: SCOTTADAMSBAGL.COM

I'M JUST GOING
TO ROLL UP MY
SLEEVES AND
PITCH IN.

DOES ANYBODY
KNOW HOW TO
WORK THESE
BUTTONS?

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OKAY, JUST SHOW ME
HOW TO PROGRAM SO
I CAN HELP OUT ON
YOUR PROJECT.



YOU'RE GOING TO BUILD
A "G.U.I." USING OBJECT-
ORIENTED DEVELOP-
MENT TOOLS...

G.U.I. IS
PRONOUNCED
"GOOEY."



I USED MY
GUN OBJECT
TO BLAST
THE BUG
OBJECT IN
THE HALL
OBJECT!!

NOTICE
HOW
GOOEY IT
IS.



OUR ORIGINAL PROJECT
TIME LINE WAS TWELVE
MONTHS... BUT SINCE
YOU PITCHED IN TO
HELP...



I DON'T HAVE AN EXACT
END DATE, BUT IT'S
ROUGHLY THE SAME
TIME THAT THE SUN
BECOMES A COLD DARK
CHUNK OF COAL
THE SIZE
OF YOUR
FOREHEAD.



WE'LL
NEED
FLASH-
LIGHTS.



AND SWEATERS.
IT COULD GET
NIPPY.



AS DIRECTOR OF HUMAN
RESOURCES I HAVE
DEVELOPED A POLICY
FOR HANDLING THE
EMPLOYEES WHO
COMPLAIN.



S. Adams E-mail: SCOTTADAMS@aol.com

IT'S A BIG HOLE.
I'LL TRICK THE WHINERS
INTO GETTING IN IT.
AND THEN I'LL COVER
THEM WITH SAND.



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I DON'T SEE HOW
THIS COULD POSSIBLY
WORK.

THERE'S A
DETAILED
EXPLANATION
AT THE BOTTOM
OF THE HOLE.



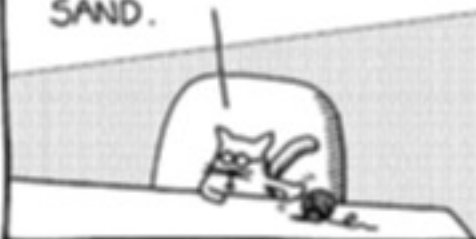
CATBERT THE HR. DIRECTOR

MY JOB IS TOO
STRESSFUL. CAN
I SEE A COMPANY
COUNSELOR?



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I RE-ENGINEERED OUR
COUNSELING PROCESS.
NOW WE PUT YOU IN
A BIG HOLE AND
COVER YOU WITH
SAND.



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IF THIS IS
MY ONLY
BENEFIT
I'D BETTER
GET A
LOT OF
SAND!

JUST KEEP
YOUR MOUTH
OPEN.





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I WONDER IF
I'M WEARING
ENOUGH
FRAGRANCE.



5. Action E-mail: SCOTTADAMS@aol.com

AIEEEEE!!



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I'D BETTER
INCREASE THE
DOSAGE UNTIL
I HEAR SOME
COMPLIMENTS.



DOGBERT, YOUR MISSION
IS TO TELL MY CO-WORKER
THAT HER PERFUME IS
KILLING US. WEAR THIS
GAS MASK.



SADLER'S E-MAIL: SCOTTADAMSBRAOL.COM

USE HUMOR TO EASE
THE TENSION.



GOOD
IDEA.



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DID YOU HEAR THE JOKE
ABOUT THE WOMAN WHO
STANK LIKE A
HOG RENDERING
PLANT?



THREE TIMES
TODAY...



I HAVE FAILED IN MY
ATTEMPT TO SUBTLY
TELL YOU THAT YOUR
PERFUME IS KILLING
PEOPLE. I WILL TRY
A DIRECT APPROACH.



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HEY!! YOU
SMELL BAD!!!
B-A-A-A-D!!



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SHOULD I GIVE
YOU CPR?



WELCOME TO HEAVEN,
MISTER DOGBERT.

WOW, IT LOOKS
LIKE YOU GUYS
RELAXED YOUR
STANDARDS!

DOGS ARE AUTOMATIC.
NO MATTER WHAT YOU
DO, THERE'S ALWAYS
A PLACE IN HEAVEN FOR
EVERY LITTLE DOG.

I'D LIKE THAT
BACK NOW,
IF YOU DON'T
MIND!!

WHAT KIND OF
DISTANCE CAN
YOU GET WITH
THESE LITTLE
"FRISBEES"?

MISTER DOGBERT, WE'VE
DECIDED TO SEND YOU BACK
TO EARTH AS AN ANGEL.



5. Adams E-mail: SCOTTADAMS@aol.com

YOUR MISSION IS TO
HELP PEOPLE IN NEED.
WE HAVE GIVEN YOU
SPECIAL
POWERS.



WE'LL BE
WATCHING.

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OKAY, SO
WHAT'S THE
PRICE FOR
NEW HAIR
PLUS BUNS
OF STEEL?



IT'S ALL ON
THE PRICE
SHEET.

AHEM

ARE YOU SAYING THAT
YOU'RE AN ANGEL NOW?
AND YOU HAVE SPECIAL
POWERS TO HELP PEOPLE.



SADAM'S E-MAIL: SCOTTADAMS@aol.com

EXACTLY. I INSTINCTIVELY
KNOW WHAT PEOPLE
WANT AND I CAN
GIVE IT TO THEM WITH
A SNAP OF THE PAW.



ARE YOU
HAVING
ANY TROUBLE
CONTROLLING
IT?



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THIS GRAPHIC SHOWS
OUR BIGGEST
OBSTACLE TO SUCCESS.

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ARE YOU SAYING
OUR BIGGEST OBSTACLE
TO SUCCESS IS POOR
GRAPHICS?



I THINK HE'S SAYING
OUR BIGGEST PROBLEM IS
HIS OVERALL INABILITY
TO COMMUNICATE.

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I THINK HIS POINT GOES
BEYOND COMMUNICATION.
HE'S SHOWING US THAT
HE DOESN'T EVEN THINK
CLEARLY!

THAT'S
IT!



HIGH
FIVE!!

YOU
BROKE
THE CODE!!



YOU KNOW HOW I
SAID YOU SHOULD
PARTICIPATE MORE
IN MEETINGS?

I DIDN'T
MEAN IT.



WE'VE DECIDED TO
REVOKE YOUR ANGEL
STATUS. YOU'RE GIVING
US ALL A BAD NAME.



S. Adams E-mail: SCOTTADAMS@aol.com

YOUR PROBLEM IS THAT
YOU DEFINE "HEALING"
TOO NARROWLY. I'M
MAKING UGLY PEOPLE
LOOK ATTRACTIVE, AND
THAT'S IMPORTANT, TOO.

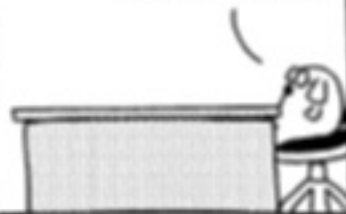


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IS IT TOO LATE TO
GO BACK TO MY
OLD LOOK?



WHY? YOU'RE
BEAUTIFUL!

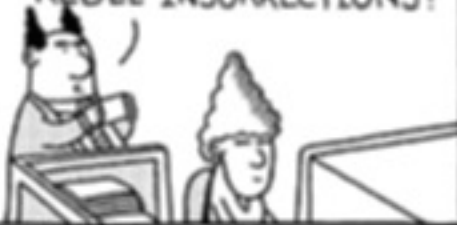


CAROL, ABOUT THIS
FLIGHT TO NEW YORK
THAT YOU BOOKED
FOR ME...



S. Adams E-mail: SCOTTADAMS@aol.com

IS IT REALLY NECESSARY
TO MAKE ALL THESE
STOPOVERS IN THIRD-
WORLD COUNTRIES
THAT ARE EXPERIENCING
REBEL INSURRECTIONS?



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YOU'D BETTER WEAR
THE INTERNATIONAL
SYMBOL OF THE "RED
CROSS" ON YOUR
BACK.

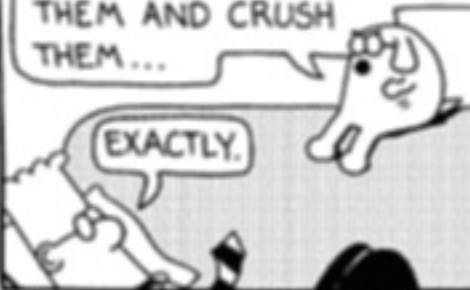


TERRIBLE NEWS:
MY BOSS ASSIGNED
ME TO A FUN AND
VALUABLE PROJECT.



5. Adams E-mail: SCOTTADAMS@aol.com

UH-OH. THAT MEANS AT
LEAST THREE MORONS WILL
BE ASSIGNED TO SIMILAR
PROJECTS. YOU MUST FIND
THEM AND CRUSH
THEM...



EXACTLY.

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CARL, OLD BUDDY,
WHATCHA
WORKIN' ON
THESE DAYS?

NOTHING FUN
AND VALUABLE.
SHOO SHOO!!



WALLY AND I HAVE A
BET ABOUT WHY YOU
ASSIGNED ME TO THE
SAME TASK AS THREE
OTHER PEOPLE.



I BELIEVE IT'S A CLEVER
PLOY TO CREATE HEALTHY
INTERNAL COMPETITION.
WALLY THINKS YOU'RE
JUST DUMBER THAN THE
AVERAGE CAULIFLOWER.



MAY I POINT OUT THAT
CAULIFLOWER IS THE
BRAIN OF THE FRUIT
KINGDOM.



THREE OTHER
PEOPLE ASKED
FOR THAT SAME
INFORMATION.
YOU MUST BE ON
REDUNDANT
PROJECTS.



HERE'S A BIG BINDER
WHICH AT FIRST GLANCE
SEEMS USEFUL, BUT
YOU'LL REALIZE
LATER IT'S NOT.



I'VE GOT
A FEW
MORE
USELESS
BINDERS.
DO YOU
WANT 'EM?



SURE. I'M USING
THEM TO BUILD
AN ADDITION
TO MY CUBICLE.



IT LOOKS LIKE SOMEBODY
IS USING BINDERS TO
ILLEGALLY INCREASE THE
SIZE OF HIS CUBICLE.



YOU THINK YOUR STATUS
WILL INCREASE WITH
YOUR CUBICLE SIZE,
DON'T YOU! WELL, IT
WON'T WORK!



HERE'S A
RAISE. I
DON'T
KNOW
WHY.

PSSST. IS
HE SEEING
ANYBODY?



HELEN, DO YOU HAVE ANY STAPLES IN THE SUPPLY CABINET?

NO, I ONLY STOCK THE BASICS: CHEAP PENS WITH GREEN INK, BIG JARS OF GLUE AND RIBBONS FOR OBSOLETE PRINTERS.

COULD YOU ORDER SOME STAPLES?

YOU NEED TO GIVE ME THE ORDER NUMBER.

OKAY. CAN I SEE YOUR SUPPLY CATALOG?

WALLY BORROWED IT.

I'D BETTER GET THAT; IT MIGHT BE PERSONAL.

RRRRING

WALLY, DO YOU HAVE THE...

I NEED YOUR HELP WITH THIS. PULL UP A CHAIR.

I NEED BOTH OF YOU TO COME TALK TO A VENDOR THAT WE'LL NEVER USE.

THANKS TO TEAMWORK, I ALMOST STAPLED SOMETHING TODAY.

I'M SO PROUD TO KNOW YOU.

Chat with me Sunday, Oct. 26, on AOL, 8 PM EST. Keyword: comic strip

HEADQUARTERS

HEY, CHUCK'S LOOKING UNHAPPY TODAY. WHAT'S THE PROBLEM, BIG GUY?



S. Adams E-mail: SCOTTADAMS@aol.com

ALL OF MY BAD DECISIONS ARE CATCHING UP TO ME. COULD WE DO ANOTHER REORG TO COVER MY TRACKS?

YEAH, I'VE GOT SOME BODIES TO BURY, TOO.



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"...THESE CHANGES WILL ALLOW US TO FOCUS ON OUR CORE BUSINESS."

WHOA! LET ME GET MY REORG BOOTS.



I DON'T UNDERSTAND
HOW THE NEW REORGAN-
IZATION WILL HELP
US "FOCUS ON OUR CORE
BUSINESS."



S. Adams E-mail: SCOTTADAMS@AOL.COM

DID OUR CORE
BUSINESS CHANGE?
OR ARE YOU SAYING
THAT EVERY REORG
PRIOR TO THIS WAS
A MISDIRECTED
FAILURE?



WALLY, WHEN A CAR
GETS A FLAT TIRE, WHAT
DO YOU DO?

WELL, IF I'M YOU,
I ROTATE THE TIRES
AND DRIVE HOME.



GUESS WHAT,
WALLY.

WHAT SADISTIC
PLOT HAS H.R.
COME UP WITH
NOW, CATBERT?



5. Adams E-mail: SCOTTADAMS@aol.com

WE'RE GIVING YOU
A REAL BOSS PLUS A
"DOTTED LINE" TO
ANOTHER BOSS WHO
HAS DIFFERENT
OBJECTIVES.



THE STATUS REPORTS
ALONE WILL TAKE
FORTY HOURS A
WEEK.

I'M GONNA
STAPLE MYSELF
TO DEATH.



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I HEARD YOU GOT
ASSIGNED ON A
"DOTTED LINE" TO
OUR BOSS' ARCH-
RIVAL.

GROAN

LOOK ON THE BRIGHT SIDE.
THINK OF YOURSELF AS
LEADING THE EXCITING
LIFE OF A SECRET
DOUBLE-AGENT!

DON'T MOST
DOUBLE-
AGENTS GET
CAPTURED
AND EXECUTED
IMMEDIATELY?

THEY WISH
IT WAS
IMMEDIATE.

THE "DOGBERT CORPORATE
ART SOURCE" WILL
PROVIDE LOW-COST
PAINTINGS FOR
YOUR WALLS.



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OUR MOTTO IS "IF
IT'S IN A FRAME
IT WILL LOOK LIKE
ART TO YOU."



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HOW MUCH DO THE
PAINTINGS COST?

SIX DOLLARS
A POUND.



HOW DID YOU GET THE
CONTRACT TO SUPPLY
OUR COMPANY WITH
WALL ART?



AS WE SPEAK, MY
ASSISTANT IS SCOURING
THE EARTH IN SEARCH
OF LOW-COST
ART.



SCHOOL-ART



I WORKED ALL NIGHT
BUT I FINISHED THE
PRESENTATION
PACKAGE YOU
WANTED.

PUT THE PRESENTATION
DATE ON EACH PAGE.

THOSE ARE COLOR
TRANSPARENCIES.
IT WOULD TAKE HOURS
AND COST HUNDREDS
OF DOLLARS TO REPRINT
THEM.

THERE'S NO REASON
TO DATE THEM. IN
FACT, IT WOULD
LIMIT FUTURE USE
AND CLUTTER THE
PAGE.

BUT SINCE YOU'RE
INCAPABLE OF
ADMITTING ERROR...

I EAGERLY AWAIT YOUR
BEZARRE, OTHER-WORLDLY
EXPLANATION FOR
PUTTING THE DATE ON
EACH PAGE.

SOME PEOPLE MIGHT
NOT HAVE CALENDARS.
AND WE HAVE TO
MAKE SURE IT'S NOT
A HOLIDAY.

OUCH. MY
BRAIN
EXPLODED.

THE FIRST
PRESENTATION
IS FEBRUARY
30TH...

BAM!

I'VE COME TO
BE YOUR
PERSONAL
DIGITAL
ASSISTANT.

S. Adams E-mail: SCOTTADAMS@aol.com

USE THE LITTLE PEN TO
WRITE MESSAGES ON
MY STOMACH. I'LL
USE STATE-OF-THE-RAT
TECHNOLOGY TO
INTERPRET YOUR
HANDWRITING.

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WEAVE... ME...
A... CONE...
YOO... CUPID...
BAT...

WHY ARE YOU
PUTTING A SIGN
ON THE COFFEE
MAKER?

COFFEE
MAKER

IT'S AN ISO 9000
REQUIREMENT. EVERY-
THING MUST BE CLEARLY
LABELED. THERE CAN
BE NO EXCEPTIONS.

THAT'S
STUPID.

BELIEVE ME,
I DON'T LIKE
IT ANY MORE
THAN YOU DO.

STUPID
LABEL
GUY

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THE PROJECT STATUS
IS "YELLOW LIGHT."



IN USER TESTS WE FOUND
THAT THE PRODUCT LOCKS
UP EVERY TWELVE SECONDS.
THE INTERFACE IS INCOM-
PREHENSIBLE AND THE
MANUAL IS PURE FICTION.

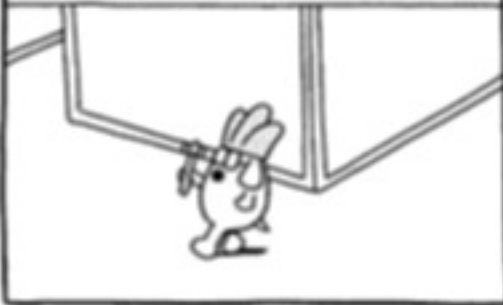


I THINK
IT'S CLEAR
WHAT WE
NEED TO
DO...

SHIP IT AND
HOPE SOMEBODY
WRITES A
"DUMMIES"
BOOK ABOUT
IT?



SAINT DOGBERT ENTERS
THE LAND OF CUBICLES SEARCH-
ING FOR THE DEMONS OF
STUPIDITY.



SUDDENLY HE FINDS AN
OVER-PROMOTED COMPUTER
GURU SPOUTING USELESS
DATABASE CONCEPTS.



THE MONSTER IS DISPATCHED
TO THE DARK WORLD BY
THE SIGHT OF ITS MOST
FEARED OBJECT.



HOW LONG WILL IT
TAKE TO FIX ANY
PROBLEMS WE FIND
IN OUR BETA
PRODUCT?



5 Adams E-mail: SCOTTADAMS@aol.com

IT IS LOGICALLY
IMPOSSIBLE TO
SCHEDULE FOR THE
UNKNOWN.



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TRY TO
THINK
AS A
MANAGER,
NOT AS AN
ENGINEER.

IN THAT CASE,
WE'LL FIX THE
PROBLEMS
BEFORE WE
FIND THEM.



THIS NEXT TRANSPARENCY
IS AN INCOMPREHENSIBLE
JUMBLE OF COMPLEXITY
AND UNDEFINED
ACRONYMS.



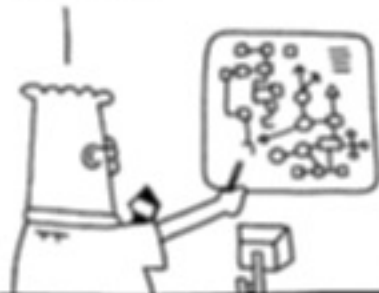
S. Adams' E-mail: SCOTTADAMS@aol.com

YOU MIGHT WONDER
WHY I'M GOING TO
SHOW IT TO YOU SINCE
THE ONLY POSSIBLE RESULT
IS TO LOWER YOUR
OPINION OF MY
COMMUNICATION
SKILLS.



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FRANKLY, IT'S BECAUSE I
LIKE MAKING COMPLEX
PICTURES MORE THAN
I LIKE YOU.



MISTER CATBERT WILL
EXPLAIN OUR NEW
"TOTAL COMPENSATION
PLAN" FOR EXCELLENCE.

WE NO LONGER VIEW
COMPENSATION IN
THE NARROW TERMS
OF SALARY ALONE.

DANGER!
DANGER!

IF EMPLOYEE BENEFITS
GO UP, THEN SALARIES
CAN GO DOWN AND
IT ALL BALANCES
OUT.

FOR EXAMPLE, DID YOU
KNOW YOU COULD LOWER
YOUR BLOOD PRESSURE
BY RUBBING MY SOFT,
FURRY BELLY?

IT MIGHT
BE A TRICK!

WHAT'S THE
WORST THING
THAT COULD
HAPPEN?

HA HA HA!!! IT'S A
HEALTH BENEFIT! NOW
I'LL CUT EVERYBODY'S
SALARY!

I'VE NOTICED THAT
THE MORE HEALTH
BENEFITS I GET,
THE WORSE I FEEL.

OUR GOAL IS TO WRITE
BUG-FREE SOFTWARE.
I'LL PAY A TEN-DOLLAR
BONUS FOR EVERY BUG
YOU FIND AND FIX.



S. Adams E-mail: SCOTTADAMS@aol.com

YAHOO!

WE'RE
RICH

YES!!!
YES!!!
YES!!!



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I HOPE
THIS
DRIVES
THE RIGHT
BEHAVIOR.

I'M GONNA
WRITE ME A
NEW MINIVAN
THIS AFTER-
NOON!



THE COMPANY PAYS ME
TEN DOLLARS FOR EVERY
BUG I FIX IN MY
CODE, RATBERT.



I WANT YOU TO DO
YOUR LITTLE RAT DANCE
ON MY KEYBOARD SO
I'LL HAVE LOTS OF BUGS
TO FIX.



HOW
AM I
DOING?

NOT SO GOOD.
YOU JUST
AUTHORED A
WEB BROWSER.



MY ACCOMPLISHMENT THIS WEEK IS THAT I'VE BECOME AN AGENT OF CHANGE.



S. Adams E-mail: SCOTTADAMS@aol.com

I FOSTER AND REWARD THOSE BEHAVIORS THAT CONTRIBUTE TO A CULTURE OF TEAMWORK.



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I'VE BECOME SLIGHTLY MORE CYNICAL.

KEEP UP THE GOOD WORK, BUDDY.



I USED TO WRITE
PROGRAMS USING
PUNCH CARDS...
BUT I'D RATHER
BE FISHING...



LOOK, YOU BEARDED
ROAD APPLE, IF YOU
ANSWER ONE MORE OF
MY QUESTIONS WITH
AN IRRELEVANT STORY I'LL
SNAP YOU INTO
NEXT WEEK!!



SOMETIME NEXT WEEK...

LOOKS LIKE
A HOLE IN
THE SPACE-
TIME
CONTINUUM.

DID YOU
HEAR A
SNAP?



I THINK WE SHOULD
BUILD AN SQL
DATABASE.

UH-OH

DOES HE UNDERSTAND
WHAT HE SAID OR
IS IT SOMETHING
HE SAW IN A TRADE
MAGAZINE AD?

WHAT COLOR DO YOU
WANT THAT DATABASE?

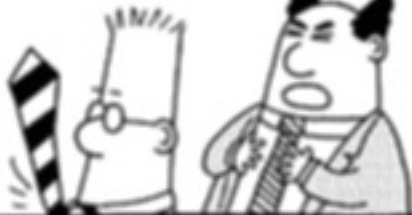
I THINK
MAUVE HAS
THE MOST
RAM.

FROM NOW ON
I'M GOING TO BE
MORE PROACTIVE.



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YOU'RE
FIRED !!



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FOR
WHAT??



I DON'T KNOW
YET. THAT'S
THE PROBLEM
WITH BEING
PROACTIVE.



WE NEED TO SHIP THE V-1 PRODUCT TOMORROW. I PROMISED OUR CEO WE CAN ANNOUNCE IT AT THE SHAREHOLDER MEETING.

THAT'S TWO MONTHS EARLY!!

WE HAVEN'T ADDED ANY FEATURES YET!!

WHAT WOULD WE SHIP? OUR LAB PROTOTYPE IS THE ONLY V-1 IN EXISTENCE!

NO...YOU WOULDN'T!

I'VE SCHEDULED PRESS TOURS SO YOU CAN DO DEMOS ALL NEXT WEEK.

ON WHAT?!

WE'LL NEED TWENTY THOUSAND DOLLARS TO BUILD ANOTHER PROTOTYPE!

THAT REMINDS ME; I FROZE THE BUDGET FOR THE REST OF THE YEAR.

IF THERE'S ANYTHING YOU'D LIKE ME TO DO, DON'T HESITATE TO ASK.

YEAH, I'D LIKE YOU TO DO SOMETHING...

OOH... I THINK I SHOULD HAVE HESITATED TO ASK THAT.

DOGBERT THE CONSULTANT

I RECOMMEND THAT
YOU REORGANIZE
TO STRENGTHEN THE
CORE COMPETENCY OF
YOUR COMPANY.



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AS LUCK WOULD HAVE
IT, YOUR CORE
COMPETENCY IS
"GIVING MONEY TO
CONSULTANTS."



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I DON'T
THINK
THAT'S THE
ONLY THING
WE'RE
GOOD AT.

IT DEPENDS
ON IF YOU
COUNT
"WHINING."



MY CONSULTING PARTNER,
RATBERT, WILL DEMON-
STRATE HOW TO INFORM
EMPLOYEES THAT THEIR
JOBS WILL BE OUTSOURCED.



5. Adams's E-mail: SCOTTADAMS@aol.com

YOU'RE HISTORY.
SCRAM.



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HOW DO
I GET
THEM ALL
STOOPED
OVER?

I RECOMMEND
A PROGRAM
OF VERY BAD
ERGONOMICS.





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THE COMPANY HAS
DECIDED TO OUTSOURCE
ALL OF THE FUNCTIONS
THAT WE'RE NOT ANY
GOOD AT.



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Yippee!
Yay!



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WHEN'S
YOUR
LAST
DAY?



UH-OH... THEY'RE
NOT GOOD AT
KNOWING WHAT
THEY'RE NOT
GOOD AT...



I DON'T UNDERSTAND WHY SOME PEOPLE WASH THEIR BATH TOWELS.



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WHEN I GET OUT OF THE SHOWER I'M THE CLEANEST OBJECT IN MY HOUSE. IN THEORY, THOSE TOWELS SHOULD BE GETTING CLEANER EVERY TIME THEY TOUCH ME.



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MAYBE I COULD HUG YOU EVERY DAY SO I DON'T NEED TO TAKE SHOWERS.



I'VE GOTTA
RUN TO THE
POST OFFICE.

YOU GO TO THE
POST OFFICE EVERY
DAY. ARE YOU
AWARE THAT YOU
CAN BUY MORE
THAN ONE STAMP
AT A TIME?

APPARENTLY YOU
DON'T UNDERSTAND
THE CONCEPT OF
"FLOAT."



MY PASSWORD FOR THE
NETWORK ISN'T WORKING

FILL OUT A
HELP REQUEST
ONLINE.

I CAN'T GET ONLINE
BECAUSE MY PASSWORD
DOESN'T WORK...

SEND ME AN
E-MAIL MESSAGE
ABOUT IT.

I CAN'T SEND E-MAIL
BECAUSE I CAN'T
GET ON THE STINKIN'
NETWORK !!!

GEEZ, YOU'RE
WORTHLESS...

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DOES HUMAN RESOURCES
OFFER ANY TREATMENT
PROGRAMS FOR PEOPLE
WITH DYSFUNCTIONAL
INTERNET
CONNECTIONS?



I RECOMMEND THE "YARN
THERAPY." YOU'LL BE
WRAPPED IN A HUGE
BALL OF YARN AND USED
AS FURNITURE IN MY
OFFICE.



IS THIS LIKE THE FAMOUS
"ROPE" COURSE WHERE I
LEARN TO SOLVE PROBLEMS
AS PART OF A TEAM?



ALICE, DID YOU HEAR THAT
DILBERT'S NETWORK
CONNECTION ISN'T
WORKING?



HE IS WHAT WE CALL
A TECHNOLOGY "HAVE NOT."
HIS COMPETITIVENESS
IN THE GLOBAL ECONOMY
WILL LAST AS LONG AS
THIS FRENCH FRY.



AFTER LUNCH, I'M GOING
TO USE SOMETHING
CALLED "ELECTRONIC
MAIL." YOU CAN WATCH
IF YOU PROMISE NOT TO
TOUCH ANY-
THING.



WE'VE BEEN DATING
FOR A YEAR NOW, LIZ.
THERE'S SOMETHING I'D
LIKE TO DO TONIGHT...



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THERE ARE SOME
NEEDS THAT I CAN'T
FULFILL AT WORK.

I UNDER-
STAND.



YES!
YES!

HOW LONG HAS
YOUR INTERNET
CONNECTION
AT WORK BEEN
BROKEN?



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WE JUST SHIPPED OUR
NEWEST PRODUCT. YOU
FOLKS IN TECH SUPPORT
WILL NEED TO BE TRAINED
SO YOU CAN AVOID ANY
EMBARRASMENTS.



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WE HAD A MONK WRITE
THE TRAINING MATERIAL
ON A GRAIN OF RICE.
WE COULD ONLY AFFORD
ONE, SO YOU'LL HAVE
TO SHARE IT.



TO BE HONEST, I'M NOT
SURE WE HAD A REAL
MONK. HE WROTE EVERY-
THING IN PIG LATIN.



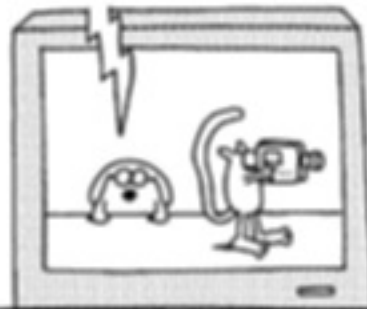
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DOES YOUR BOSS GIVE
YOU ORDERS AND LATER
DENY IT? DO YOU
GET IN TROUBLE FOR
DOING WHAT
YOU'RE TOLD?



YES

THE "DOGBERT DETECTIVE
AGENCY" WILL VIDEOTAPE
IT ALL AND EMBARRASS
YOUR BOSS WITH PROOF!



WHAT??!
WHY DID
YOU DO
THIS??!



THIS IS THE
HAPPIEST
MOMENT OF
MY CAREER.



LIGHTS!

WORKING LATE AGAIN,
HUH, ALICE?

SEVENTY HOURS
THIS WEEK...

ME TOO. THANK
GOODNESS FOR
OVERTIME PAY!

OVERTIME
PAY?

ALLOW ME
TO EXPLAIN.

UNLIKE YOU SO-CALLED
"EXEMPT" EMPLOYEES,
MY INCOME INCREASES
IF I WORK ADDITIONAL
HOURS.

I'M PULLING IN SEVENTY-
FIVE THOUSAND A YEAR.
AND HALF THE TIME I
JUST HIDE IN THE
BASEMENT READING
"FISHING" MAGAZINE.

THE ONLY DOWNSIDE IS
THAT I DON'T GET TO
ENJOY THE INTELLECTUAL
STIMULATION OF MY
CO-WORKERS THE WAY
YOU DO.

I DON'T KNOW WHAT I
LIKE BETTER — DEEP SEA
FISHING OR CUBICLE
FISHING.

Hours

ON ONE HAND, MY
COMPANY DOES USE
INFERIOR TECHNOLOGY
IN OUR PRODUCTS...



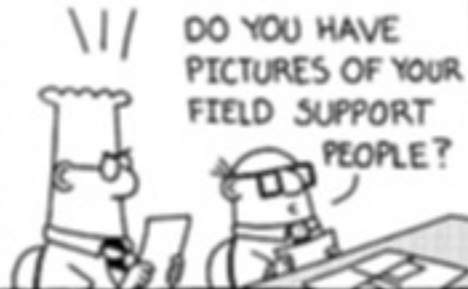
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BUT ON THE OTHER
HAND, I'M THE MOST
ATTRACTIVE FEMALE
WHO HAS PAID
ATTENTION TO YOU
THIS YEAR.



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WHAT KIND
OF ENGINEERS
DO YOU THINK
WE ARE??!



DO YOU HAVE
PICTURES OF YOUR
FIELD SUPPORT
PEOPLE?

I CAN'T BELIEVE YOU'RE
RECOMMENDING THIS
LOUSY VENDOR JUST
BECAUSE THE SALES REP
IS GORGEOUS.



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HERE'S A PICTURE
OF THOR, THEIR
FIELD ENGINEER.



DOES HE REALLY
WORK WITHOUT
A SHIRT?



ONLY IF YOU
BUY THE
"INDIAN CHIEF"
MAINTENANCE
PACKAGE.

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YOUR EMPLOYEES HAVE
RECOMMENDED A VENDOR
WHO HAS AN ATTRACTIVE
SALESPERSON.



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BUT THE "DOGBERT
TECHNOLOGY COMPANY"
CAN PROVIDE YOU WITH
A HARDWARE SOLUTION
FOR HALF THE COST!



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WHAT IF I NEED TO
UPGRADE LATER? IS
IT EXPENSIVE?

I MUST HAVE
LEFT THAT
PRICE SHEET
IN MY OTHER
FUR.



SO, YOU IGNORED MY
RECOMMENDATION AND
BOUGHT A LOW-COST
SYSTEM THAT'S TOTALLY
INADEQUATE...



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YOU COMPENSATED FOR
THIS BLUNDER BY
MAKING IT PART OF
MY OBJECTIVES TO
MAKE THE SYSTEM
WORK...



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YOU'LL GET A BONUS FOR
SAVING MONEY. I'LL
GET FIRED, THUS SAVING
MORE MONEY AND EARNING
YOU ANOTHER BONUS.



IT'S FUNNY - BEFORE YOUR
COMPANY BOUGHT THAT
CRITICAL SYSTEM FROM
ME, YOU HAD ALL THE
POWER...

BUT NOW, ONLY I CAN
PROVIDE ESSENTIAL
UPGRADES!! I CALL
THE SHOTS, YOU
SIMPLE FOOL!!

SEND IN
THE NEXT
EMPLOYEE.

AT LEAST WE
DON'T HAVE
ANY MULTI-
VENDOR COMPAT-
IBILITY ISSUES.

IT'S INEXPLICABLE, BUT
THE LOW-COST SYSTEM
I SOLD YOU SEEMS TO
BE WOEFULLY UNDER-
POWERED.



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YOU COULD REPLACE IT
WITH ANOTHER
VENDOR'S SYSTEM, THUS
SHOWING EVERYBODY
YOU MADE A MISTAKE.
OR YOU CAN PAY MY
OUTRAGEOUS UPGRADE
FEES.



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HOW BIG
A FOOL
DO YOU
THINK
I AM?



I WON'T KNOW
UNTIL I SEE
IF YOU GO FOR
THE LEASE
OPTION.



HELLO, IS THIS THE
"HELP DESK"?

NO, THAT GROUP
GOT REENGINEERED
OUT OF EXISTENCE.

I'M THE NEW "NO HELP
WHATSOEVER DESK."
MY JOB IS TO MAKE
SURE YOU NEVER
CALL AGAIN.

CAN YOU TELL ME
HOW TO MAKE A
PIE CHART?

CRUSH YOUR COMPUTER
INTO SMALL CHUNKS,
ADD FLOUR AND
BAKE ONE HOUR.

WHILE YOU'RE WAITING,
READ THE FREE NOVEL
WE SENT YOU. IT'S A
SPANISH STORY ABOUT
A GUY NAMED "MANUAL."

REPEAT THE PROCESS
UNTIL YOU GET THE
DESIRED RESULT.

THIS LOST A LOT
IN THE TRANSLATION.

SEND THIS BY
E-MAIL.

FAX IT, TOO, IN CASE
HE DOESN'T CHECK HIS
E-MAIL. AND MAIL
THE ORIGINAL SO HE
HAS A CLEAN COPY.

GOODBYE
"PAPERLESS,"
HELLO
"CLUELESS."

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IT'S STATUS REPORT TIME
WHERE EACH OF YOU GETS
TO PROVE WHAT POOR
COMMUNICATORS YOU ARE
WHILE I ACT
INTERESTED!



REMEMBER TO USE LOTS OF
ACRONYMS THAT ONLY
YOU UNDERSTAND. AND
SPEAK IN A WHINY
MONOTONE THAT MAKES
US ALL WANT TO SLAP
YOU!



I'M STARTING
TO LOSE MY
IDEALISM.



NO, YOU FOOL.
THAT MODEM
WILL NEVER
FIT YOUR
NEED.



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THE
SPECS
LOOK
OKAY.



YOU'RE AN IDIOT
COMPARED TO ME!
PUT THAT DOWN!
IT'S THE WRONG
INTERFACE! THE
WRONG INTER-
FACE!!!



IS HE ON
COMMISSION?

YEAH, HE PAYS
US A DOLLAR
PER CUSTOMER.

RRRR



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WAIT-A-MINUTE...
I'M STARTING TO
REALIZE SOMETHING.



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MY JOB TITLE IS SENIOR
ASSOCIATE, YET I SPEND
MY TIME DOING CLERICAL
WORK... AND UNLESS I'M
MISTAKEN, I'M THE
LOWEST PAID EMPLOYEE.



IS THIS
A BAD
TIME?

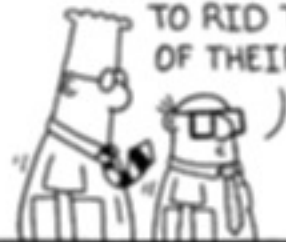


AAAGH!!
I'M A
SECRETARY!



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I READ SOMEWHERE
THAT CERTAIN RELIGIONS
REQUIRE THEIR INITIATES
TO PERFORM POINTLESS
NEVER-ENDING TASKS
TO RID THEM
OF THEIR EGOS.



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WHEN I CONQUER THE
WORLD I'LL HAVE A
SECRET HANDSHAKE TO
IDENTIFY THE PEOPLE
WHO WILL BE PART
OF MY NEW
RULING
CLASS.



CROSS YOUR EYES
AND STICK OUT YOUR
TONGUE. GOOD, NOW
VIGOROUSLY SLAP YOUR
FACE.



THE PEOPLE WHO
AREN'T DOING THAT
WILL BE IDENTIFIED
AS MY NEW RULING
CLASS.



ALICE, OUR RECORDS
SHOW THAT YOU
HAVEN'T TAKEN A
VACATION ALL
YEAR.

COMPANY POLICY
REQUIRES YOU TO
USE YOUR VACATION
DAYS.

HOW?? YOU TOLD ME
TO WORK SEVEN DAYS
A WEEK TO PREPARE
THE PROJECT FOR YOUR
BOSS'S YEAR-END REVIEW.

DO YOU WANT ME TO
MEET THE ARTIFICIAL
PROTECT TARGET OR
THE ARTIFICIAL
VACATION
TARGET?

HELLO!!!
THESE ARE MUTUALLY
EXCLUSIVE GOALS!!!
HELLO!!!

OOH... SORRY. I
USUALLY JUST THINK
THAT LAST PART IN
SILENT FRUSTRATION.

MOVING RIGHT ALONG...
KUDOS TO WALLY FOR
USING ALL OF HIS
VACATION DAYS AHEAD
OF SCHEDULE.

GET OVER IT,
ALICE. WE
CAN'T ALL BE
SUPERSTARS.

OUR NEW SLOGAN IS
"EVERYBODY IS IN
SALES."



IMAGINE IF ALL OUR
EMPLOYEES CONVINCED
THEIR FRIENDS TO
BUY OUR PRODUCT,
EVENTUALLY...



... WE'D
HAVE NO
FRIENDS?

WHAT'S THIS
"FRIEND"
THING I KEEP
HEARING
ABOUT?



MY COMPANY ASKED ALL
EMPLOYEES TO ACT AS
SALESPEOPLE TO FRIENDS
AND FAMILY. I THINK
YOU COULD USE THIS, MOM.



WHY WOULD I NEED A
PRIMARY RATE CIRCUIT?
I'VE ALREADY GOT A
FRAME RELAY DROP TO
MY WEB SERVER IN
THE SEWING ROOM.



THIS IS
GOING
TO BE A
TOUGH
SALE.

HELLO-O-O!
EARTH TO
DILBERT!
THIS IS PACKET
DATA ...



HEY, WHAT'S DOGBERT
DOING HERE?

THIS IS
"BRING
YOUR DOG
TO WORK
DAY."

THERE'S NO
SUCH THING.

I'M THROUGH
THE SECURITY
FIREWALL
AND INTO
THE PERSONNEL
RECORDS.

WE NEED
TO TALK.

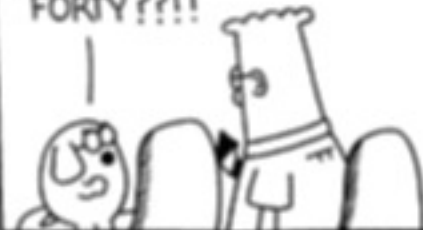
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IT ISN'T ETHICAL TO
HACK INTO THE
PAYROLL COMPUTER
AND GIVE ME A RAISE,
DOGBERT.



NOT ETHICAL?? IS IT
ETHICAL FOR THEM TO
MAKE YOU WORK SEVENTY
HOURS A WEEK AND
ONLY PAY YOU FOR
FORTY??!!



HOW ABOUT A FIVE
PERCENT RAISE?

WELL, THERE IS
THE ISSUE OF
THE QUALITY
OF YOUR
WORK...



MOST BUSINESS PLANS
FAIL. OBVIOUSLY, SUCCESS
IS NOT A REALISTIC
GOAL.



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BUT THE PEOPLE WHO
MANAGE THE MOST
SPECTACULAR FAILURES
GET PROMOTED FIRST
BECAUSE OF THEIR
EXPERIENCE.



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THAT IS THE MOST
CYNICAL THING I'VE
EVER HEARD IN
MY LIFE!



ON THE ADVICE OF MY
DOG, I'M ASKING FOR
AN ADDITIONAL TEN
MILLION DOLLARS FOR
MY PROJECT.



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THAT WILL MAKE A MORE
SPECTACULAR FAILURE,
THUS GUARANTEEING A
PROMOTION FOR ME.

AS YOUR BOSS, I'D
GET RECOGNITION
TOO... OKAY.



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WOW! DO YOU
HAVE ANY ADVICE
FOR ME?!

BREATH
MINTS.





I GOT MYSELF ONE OF
THOSE "900" PHONE
NUMBERS. I MAKE
MONEY EVERY TIME
SOMEBODY CALLS
FOR MY VALUABLE
ADVICE.



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RING
RING
RING
RING
RING
RING



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DO YOU
EVER
ANSWER
IT?



VOICE MAIL...
GET WITH
THE NINETIES.



THIS IS A
LIVING
DOCUMENT.



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AAAAAH!!



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NEXT TIME, JUST SAY
YOU PLAN TO UPDATE
IT.

MINE'S
DEAD.



OKAY! THIS IS ONE
TIDY LITTLE CUBICLE
NOW!



THE CLEANLINESS OF
ONE'S WORK SPACE IS
A SIGN OF HOW MUCH
ONE ENJOYS ONE'S
JOB.



GIVE ME THE CLEANER;
IT'S MY TURN TO
FANTASIZE THAT I'M
A MAID.

FIVE MORE
MINUTES...
PLEASE.



I DECLARE MYSELF
"KING DOGBERT,"
THE FIRST RULER
OF THE INTERNET !!



BOW BEFORE ME
OR BE EXPELLED
FROM THE KINGDOM
FOREVER!!!



ARE YOU AWARE THAT THE
INTERNET IS COMPRISED
OF MILLIONS OF INDIVID-
UALS AND ORGANIZATIONS
THAT OPERATE INDEPEND-
ENTLY?



YOUR NEW SOFTWARE IS SUCCESSFULLY INSTALLED. DO YOU WANT TO SEND YOUR REGISTRATION INFO BY MODEM?



THE SOFTWARE HAS FOUND YOUR CREDIT CARD NUMBER AND IS PLACING ORDERS FOR NEW PRODUCTS IT THINKS YOU NEED... PLEASE WAIT.



I CAN'T TELL IF IT'S A VIRUS OR JUST EXCELLENT MARKETING.



CORRECTION

A RECENT DILBERT STRIP
USED THE WORDS "ANT
FARM" TO DESCRIBE A
HABITAT FOR ANTS.



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LAWYERS HAVE INFORMED
ME THAT "ANT FARM"
IS A TRADEMARK OF
"UNCLE MILTON INDUSTRIES,
INC." THEY DEMAND
A PUBLIC CLARIFICATION.



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WHAT SHOULD WE
CALL A HABITAT
FOR WORTHLESS
AND DISGUSTING
LITTLE CREATURES?



LAW
SCHOOL.





A WHILE BACK I ASKED FOR
OPINIONS ABOUT THIS NEW
CHARACTER, "TINA THE
BRITTLE TECH WRITER."

RAAA

RESULTS

MOST PEOPLE, INCLUDING
NEARLY ALL SELF-DESCRIBED
FEMINISTS, SAID KEEP
HER. BUT THERE WERE
MANY REQUESTS TO ADD
"NON-STEREOTYPICAL"
FEMALE CHARACTERS
FOR BALANCE.

IN THE
INTEREST
OF BALANCE
I GIVE
YOU
"ANTINA."

IS ANYBODY
UP FOR SOME
MATH?

HI, I'M ANTINA THE
NON-STEREOTYPICAL
WOMAN.



THAT COMPUTER MONITOR
YOU'RE USING IS
SUPPOSED TO BE 17
INCHES. BUT IT'S
MORE LIKE 16.5
INCHES.



I TOOK THE COFFEE MACHINE
APART JUST FOR FUN —
WANT TO SEE?



I'VE DECIDED TO MASK
MY BOYISH LOOKS BY
GROWING A BEARD.



I DIDN'T THINK
TED WAS SMART
ENOUGH TO KNOW
HOW TO GROW A
BEARD.



TWO WEEKS LATER

HOW DO
YOU LIKE
MY BEARD?

MY SEARCH
FOR A NEW
MANAGER IS
OVER.



I PROMOTED TED TO BE
YOUR NEW MANAGER.
I USED TO THINK HE
LOOKED BOYISH, BUT
HIS NEW BEARD
CHANGED
THAT.



ARE EITHER OF YOU THE
LEAST BIT CONCERNED
THAT TED'S BEARD IS
GROWING FROM HIS
FOREHEAD?



SHE MADE
IT SOUND
AS IF IT'S
WRONG.

YOU CAN
PUNISH THEM
FOR HAVING
BAD OPINIONS.



AS YOUR NEW BOSS I
HAVE YET TO SELECT MY
"PET" EMPLOYEE. I SHALL
DO THIS BY CLOSING MY
EYES AND POINTING THE
BEARD ON MY FOREHEAD.



TO MAKE IT FAIR, I'LL
CLOSE MY EYES WHILE
ONE OF YOU SPINS MY
CHAIR!



ALICE... UM...
TECHNICALLY THIS
ISN'T "SPINNING."





HOW DO YOU LIKE
BEING A MANAGER,
TED?

YESTERDAY MY STAFF
PUSHED ME DOWN TEN
FLIGHTS OF STAIRS. MY
SOUL LEFT MY BODY AND
NOW I'M A LIFELESS
EVIL ENTITY.



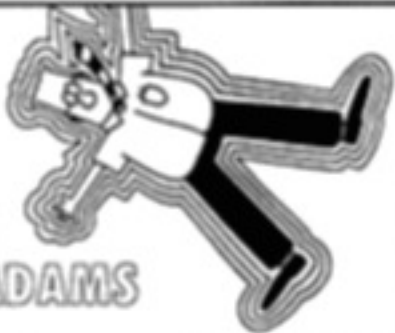
JUST IN
TIME TO DO
PERFORMANCE
REVIEWS!

I COULDN'T
HAVE PLANNED
IT BETTER.



DILBERT®

BY
SCOTT ADAMS



WHY DO I HAVE
A FEELING OF
IMPENDING
DOOM?

GOOD NEWS!

UH-OH.

YOU WON'T HAVE TO
SPEND ANOTHER
LONELY DAY IN
THIS TINY CUBICLE.

I'M
GETTING
AN OFFICE?

BETTER!
YOU'RE
GETTING A
ROOMMATE!

WHY??? WE'VE GOT
PLENTY OF EMPTY
CUBICLES! OUR
COMPANY OWNS THE
WHOLE BUILDING!

THE FINANCE DEPART-
MENT CHARGES MY
BUDGET FOR THE
SQUARE FOOTAGE
WE USE.

IT'S A FALSE SAVINGS!
YOU'RE HURTING THE
COMPANY!

ALL I HEAR
IS A FAINT
BUZZING.

OH, WELL.
HOW
BAD
COULD
IT BE?

I HOPE YOU LIKE
BAKED BEANS AND
SQUARE-DANCING
AS MUCH AS I DO!

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PERFORMANCE REVIEW

YOUR ENGINEERING
WORK WAS EXCELLENT,
ALICE. BUT THERE WAS
THE LITTLE INCIDENT
WHERE YOU...



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SHOVED ME DOWN A
FLIGHT OF STAIRS
AND KILLED ME, THUS
INVITING THE FORCES
OF DARKNESS TO
POSSESS
MY BODY!!!



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HOW'D
IT GO?



I SWEAR,
THIS JOB IS
ALL POLITICS.



MY NEW BOSS IS POSSESSED
BY AN EVIL FORCE. WE
NEED YOUR ADVICE,
DOGBERT.



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THERE IS ONLY ONE
SOLUTION. YOU MUST
DRIVE A STAKE THROUGH
HIS HEART.



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THERE'S
NO WAY
WE COULD
BE SO
CRUEL!!



CAN I BORROW
YOUR PEN?
ALL I HAVE IS
THIS WIMPY
RETRACTABLE.



ALICE IS READY TO
DRIVE A STAKE THROUGH
THE HEART OF OUR
DEMON-POSSESSED BOSS.



S. ALIENS E-MAIL: SCOTTADAMSBAGL.COM

WHACK
WHACK
WHACK



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IT'S TIMES LIKE
THESE WHEN I'M
GLAD MY HEART
IS THE SIZE OF
A RAISIN!

I NEED
ALL OF
YOUR PENS,
INCLUDING
"BLUE
BETTY."



I WOULD NEVER BUY
SOMETHING OVER THE
INTERNET. I'D HATE
TO HAVE MY CREDIT CARD
NUMBER FLOATING
AROUND OUT
THERE.



THERE ARE A LOT
OF UNSCRUPULOUS
PEOPLE ON THE
NET.



LATER

...BOTTOM LINE,
IT JUST ISN'T
COMMON SENSE.



IT'S TIME FOR A
VISIT FROM
"CAMPING CARL."

THERE
GOES MY
ENTIRE
MORNING.

I'D LIKE TO
BEGIN WITH
A MONOLOGUE
ENTITLED
"WOE IS CARL."

I'M WORK-
ING EVERY
MINUTE!

THEY ALL LAUGHED
WHEN I BUILT
THE ESCAPE
TUNNEL.

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5. Address E-mail: SCOTTADAMSBAGL.COM



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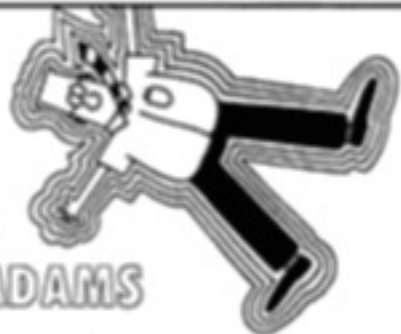




DILBERT®

BY

SCOTT ADAMS



WE NEED TO HAVE A LITTLE TALK...



YOU TOLD ME TO FINISH MY PROJECT IN A WEEK BUT IT'S TAKEN TWO MONTHS.



THIS DOESN'T LOOK GOOD FOR YOUR ABILITY TO ESTIMATE RESOURCE REQUIREMENTS.



FRANKLY, IT'S NOT MUCH OF AN ENDORSEMENT OF YOUR LEADERSHIP EITHER. I WAS UNINSPIRED THE WHOLE TIME.



AND DON'T EVEN GET ME STARTED ABOUT YOUR INCOMPETENCE AT BUDGETING. I SPENT WAY MORE THAN YOU PREDICTED!



YOUR INCESSANT DEMANDS FOR STATUS REPORTS WERE LIKE A ROPE THAT STRANGLING MY PRODUCTIVITY!



BOTTOM LINE, YOUR PERFORMANCE DID NOT MEET MY EXPECTATIONS.



SO, WALLY, DO YOU STILL THINK THE BEST DEFENSE IS A GOOD OFFENSE?

IT SEEMED LIKE SUCH A GOOD IDEA.



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I CALL MY NEW
OPERATING SYSTEM
THE "DOGBERT
2000."



SOON I
WILL
DOMINATE
THE ENTIRE
PC INDUSTRY!
HEH-HEH...

IT LOOKS LIKE
"WINDOWS 95."



I USE SOME
OF THE SAME
GRAPHIC
METAPHORS,
BUT I PRO-
NOUNCE THEM
DIFFERENTLY.

HOW DO YOU
PRONOUNCE
THE "MICRO-
SOFT" LOGO?



AFTER I BECOME A
BILLIONAIRE FROM
MY SOFTWARE COMPANY
I'LL DO A LITTLE DANCE.



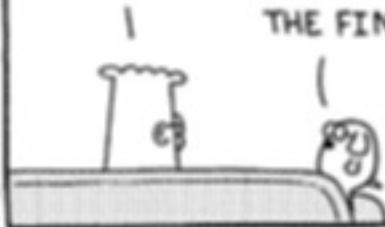
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I'M SO RICH
IT'S ME YOU HAIL
IF I'M OBNOXIOUS
KISS MY TAIL



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DO YOU
PLAN TO
DO ANY
CHARITY
WORK?



LET ME PUT IT
THIS WAY—
YOU JUST SAW
MY CONTRI-
BUTION TO
THE FINE ARTS.

IF YOU PLAN TO REMAIN
IN THE COMPUTER BUSINESS
YOU'D BETTER BUNDLE
THE "DOGBERT 2000"
OPERATING SYSTEM
WITH EVERY
UNIT YOU SELL.



OTHERWISE, AFTER I
DOMINATE THE MARKET
YOU'LL BE LAST ON MY
LIST TO RECEIVE NEW
PRODUCTS!



YOU REMIND ME OF
SOMEBODY...

IT'S THE
GLASSES,
ISN'T IT?



DOGBERT MEETS WITH
SOFTWARE DEVELOPERS

NOTE THE HUGE MARKET FOR
SOFTWARE THAT RUNS ON
THE "DOGBERT 2000"
OPERATING SYSTEM.



S. ABBAS E-mail: SCOTTADAMSBRAOL.COM

BUT WHO CARES? THE
IMPORTANT THING IS
THAT I BROUGHT A
BAG OF TOYS.



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SOME SAY THE COMPUTER
INDUSTRY IS BUILT ON
SILICON. I THINK FOAM
AND PLASTIC ARE EQUALLY
IMPORTANT.



THANKS TO MY
SOFTWARE EMPIRE,
MY NET WEALTH
IS TWENTY
BILLION DOLLARS.



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CONTRARY TO
POPULAR
OPINION, IT
DOES SEEM TO
MAKE ME
HAPPY.



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MONEY
CAN'T BUY
A SUNSET,
DOGBERT.

NO, BUT I WAS
ABLE TO
LICENSE THE
DIGITAL
RIGHTS.



I HEARD
YOU WERE
DOING
SOME
BABY-SITTING,
BOB.

YEAH! I DID
THE MORTON
TRIPLETS LAST
NIGHT.

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IT'S NOT EASY TO
JUGGLE THREE
SCREAMING
TODDLERS.

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IT'S THE MORTONS
WITH A QUESTION
ABOUT THEIR
CEILING FAN.

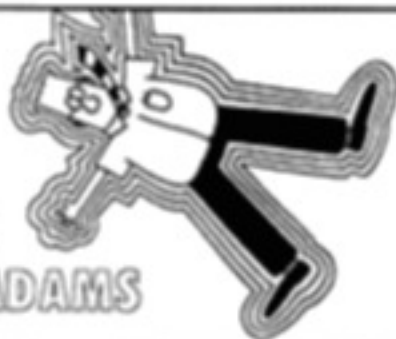
WHEN
YOU SAY
"JUGGLE..."



DILBERT®

BY

SCOTT ADAMS



HEE HEE! THIS IS MY MOST DIABOLICAL WORK YET AS DIRECTOR OF HUMAN RESOURCES.



THANKS TO E-MAIL I CAN PLAY WITH HUNDREDS OF EMPLOYEES AT ONCE!



UH-OH... A MESSAGE FROM THE EVIL MISTER CATBERT.



"IN ORDER TO REDUCE OUR JANITORIAL EXPENSES..."

THAT'S A PHRASE YOU DON'T WANT TO SEE.



"EVERY ENGINEER WILL BE REQUIRED TO STRAP A BROOM TO HIS OR HER..."



"...BUTTOCKS."



ON THE POSITIVE SIDE, MARKETING INVITES US TO A LOT MORE MEETINGS NOW.

FIVE MINUTES; WE'RE STILL EATING COOKIES.



THE COMPANY ANNOUNCED
A NEW COMPENSATION
PLAN TODAY. BONUSES
WILL BE PAID ONLY TO
THE TOP TEN PERCENT
OF THE EMPLOYEES.



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IN RELATED NEWS, 89%
OF THE EMPLOYEES
RESIGNED IN BITTER
DISGUST. THE TOP TEN
PERCENT ALSO LEFT,
REALIZING THEY COULD
GET BETTER
JOBS ELSE-
WHERE.



THIS COULD
HAVE AN
IMPACT ON
THOSE OF
YOU WHO
REMAIN.

WE GET THE
BONUSES?



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I'M INVENTING A NEW
TECHNOLOGY TO PREVENT
KIDS FROM SEEING SMUT
ON THE INTERNET.



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SO, YOU'RE PITTING YOUR
INTELLIGENCE AGAINST
THE COLLECTIVE SEX DRIVE
OF ALL THE TEENAGERS
WHO OWN COMPUTERS?



WHAT
IS YOUR
POINT?

DID YOU KNOW
THAT IF YOU PUT
A LITTLE HAT ON
A SNOWBALL IT
CAN LAST A
LONG TIME IN
HELL?



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MATT, YOUR JOB IS TO TEST
MY NEW INVENTION THAT
BLOCKS KIDS FROM SEEING
DIRTY PICTURES ON THE
INTERNET.



5 Adams E-mail: SCOTTADAMS@aol.com

HIS YOUTHFUL
CURIOSITY IS NO
MATCH FOR MY
TECHNICAL BRILLIANCE.



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I HOPE THAT
WASN'T THE SOUND
OF EYEBALLS
GETTING REALLY
BIG.



I'VE ASKED DOGBERT TO
HELP US GET RID OF
OUR MOST TROUBLESOME
CUSTOMERS.

GARR

TEN PERCENT OF YOUR
CUSTOMERS ACCOUNT FOR
NINETY PERCENT OF YOUR
SERVICE COSTS. THEY
MUST BE ELIMINATED.

IS THAT THE SAME
GROUP OF CUSTOMERS
WHO ACTUALLY USE
OUR PRODUCT?

PLUS THE ONES
WHO WERE
INJURED
UNPACKING IT.

I'VE REDUCED YOUR
SERVICE COSTS BY GIVING
THE TECHNICAL-SUPPORT
GROUP AN UNLISTED
PHONE NUMBER.

AND A FLAW IN YOUR
PRODUCT DISABLES THE
CUSTOMER'S E-MAIL;
THEY CAN'T EVEN WRITE
TO YOU FOR HELP!

WHAT IF
THEY ASK
A FRIEND
TO E-MAIL
US?

PEOPLE WHO USE
OUR PRODUCT
DON'T HAVE
FRIENDS.

REALLY?
I USE
IT.

S. Adams's E-mail: SCOTTADAMS@AOL.COM

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...BUT OUR PRIMARY
VENDOR CAN'T DELIVER,
SO...

I WONDER
WHAT'S ON TV
TONIGHT.

... SHOULD WE RISK A
LAWSUIT OR BUILD A
A PRODUCT THAT NOBODY
ON EARTH
WANTS?

DID HE ASK
ME TO MAKE
A CHOICE?

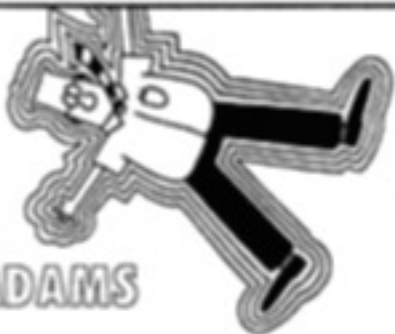
WILL IT BE A REQUEST
FOR INFORMATION OR
AN IMPRACTICAL
SOLUTION?

LET'S DO
BOTH!



DILBERT®

BY
SCOTT ADAMS



WE WON THE BID TO
REBUILD OUR NATION'S
AIR TRAFFIC CONTROL
SYSTEMS.



S. Adams E-mail: SCOTTADAMS@AOL.COM

YIPPEEE!!!
YES!!
TO THE
PHONES!



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THEY DON'T
USUALLY
GET THAT
EXCITED.

BUY A
THOUSAND
SHARES OF
"BLUEHOUND
BUS LINES."



I HIRED THE "DOGBERT
CONSULTING COMPANY"
TO LEAD THE PROJECT
BECAUSE NONE OF YOU
IS BRIGHT ENOUGH.



AND YOU ALL HAVE
BAD ATTITUDES FOR
NO APPARENT REASON;
THAT'S NO WAY TO BE
A LEADER.



SHALL WE GO AROUND
THE TABLE AND
INTRODUCE OURSELVES?

I DON'T
GET CHUMMY
WITH THE
LOCALS.



WALLY WRITES THE
CRITICAL CODE FOR
OUR NATION'S NEW
AIR TRAFFIC CONTROL
SYSTEM.

THE CROWD
IS SILENT.

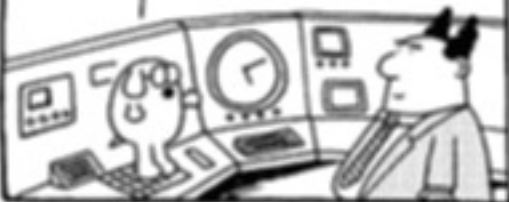
SUDDENLY THE GIFTED
PROGRAMMER EMPLOYS
A RARELY SEEN
STRATEGY OF "CODE
REUSE."

THE CROWD
GOES WILD.

SO YOU USED
CODE FROM THE
PAYROLL
SYSTEM?

HERE'S A TIP:
DON'T FLY
ON PAY DAY.

THANKS TO MY LEADERSHIP, THE NEW AIR TRAFFIC CONTROL SYSTEM IS DESIGNED ON TIME AND UNDER BUDGET.



S. Adams E-mail: SCOTTADAMS@aol.com

I HAD TO CUT A FEW CORNERS. THIS BIG RADAR-LOOKING THING IS A WALL CLOCK. AND MOST OF THE BUTTONS ARE GLUED ON.



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IT LOOKS LIKE IT MIGHT BE UM... DANGEROUS.



GREAT... I FINISH EARLY AND WHAT DO I GET: "FEATURE CREEP."



I NEED EVERYBODY
TO HELP IN THE
SHIPPING DEPART-
MENT TODAY.



5. Address E-mail: SCOTT@AMSBAG.COM

EVERY PRODUCT THAT SHIPS
BEFORE THE END OF THE
MONTH GETS COUNTED AS
REVENUE FOR THE FISCAL
YEAR. UNFORTUNATELY,
WE DON'T HAVE
INVENTORY.



SO WE'LL SHIP WHATEVER
IS LYING AROUND, BOOK
IT AS REVENUE AND SORT
IT OUT LATER.

THIS ONE'S
GETTING
GUM.



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HEY, WALLY!
THE BOSS SENT
HIS FIRST E-MAIL
MESSAGE!

AND YOU SAID HE
WASN'T BRIGHT
ENOUGH TO FIGURE
OUT HOW TO
USE E-MAIL!

WHAT'S HIS
MESSAGE?

"I FORGOT MY
WATCH. DOES
ANYBODY
KNOW WHAT
TIME IT IS?"

TIME TO
CHANGE
JOBS.

S. Adams's E-mail: SCOTTADAMS@aol.com

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DILBERT®

BY

SCOTT ADAMS



I HAVE DISCOVERED
THE CAUSE OF YOUR
PROJECT DELAYS.



SOMEBODY IN THIS
ROOM IS A PIECE OF
DEADWOOD PRETEND-
ING TO BE A
CONTRIBUTOR!



IT IS
YOU!



HEY, I MADE
SOME CALLS
AND I'M
WAITING FOR
INFORMATION!



ALICE, YOU'VE GOT TO LOCK UP
THESE PROPRIETARY
DOCUMENTS YOU HAVE
IN YOUR CUBICLE.



IF OUR COMPETITORS SEE
OUR PLANS, IT COULD BE
VERY DANGEROUS.



FOR US OR
FOR THEM?



THE COMPETITORS

OOH! LOOK! THEY'RE
PLANNING TO "UTILIZE
SYNERGY." WE'RE IN
TROUBLE
NOW!



STOP! YOU'RE
KILLING
ME!!

WHY IS IT THAT THE
PEOPLE WITH THE
LEAST NEED FOR
STORAGE SPACE HAVE
THE BIGGEST
OFFICES?



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I KNOW! YOU'RE USING
YOUR OFFICE AS KIND OF
A LIVING MONUMENT TO
INEFFICIENCY!

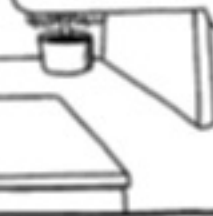


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IS THIS
BECAUSE I
WOULDN'T
LET YOU GET
A FILE
CABINET?



WHERE WOULD I
PUT IT? MY
CUBICLE IS FULL
OF STACKS OF
PROPRIETARY
DOCUMENTS.



I TOLD YOU THIS PROJECT
WOULD TAKE A YEAR.
BUT ON MY OBJECTIVES
YOU SAY I MUST HAVE
IT DONE IN THREE
MONTHS.



5. Action E-mail: SCOTTADAMSB@AOL.COM

WHICH OF THESE REASONS
BEST DESCRIBES WHY:

- A. YOU HAVE GREAT
CONFIDENCE IN ME.
- B. YOU THINK I PADDED
MY ESTIMATE.
- C. YOU HATE
MY GUTS.



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WE DON'T
REALLY NEED
THE PROJECT
IT'S JUST A
WAY TO
KEEP RAISES
LOW.



I JUST FELT
A LITTLE
DIP IN MY
MOTIVATION.





WALLY, I'VE
DECIDED TO
MOVE YOUR
PROJECT DUE
DATE UP A
MONTH.



EVERY TIME IT LOOKS
LIKE I'LL REACH AN
OBJECTIVE, YOU MOVE IT!
WHAT DOES THIS PROVE
ABOUT MY PERFORMANCE?



IT PROVES I'M BETTER
AT SETTING OBJECTIVES
THAN YOU ARE AT
ACHIEVING THEM.



I HAVE TOO MANY
PASSWORDS IN MY
LIFE. WHAT IF I
FORGET THEM?

YOU'D LOSE YOUR JOB!
YOU WOULDN'T BE ABLE
TO WITHDRAW MONEY OR
CHECK PHONE MESSAGES!
YOU'D BE DEAD IN A
WEEK!!

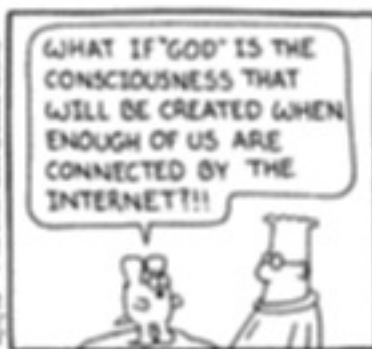
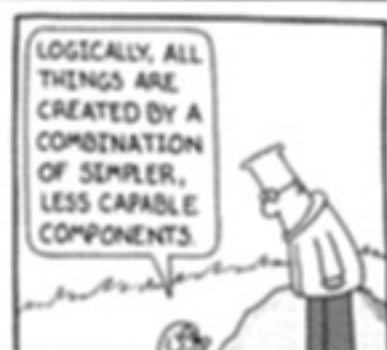
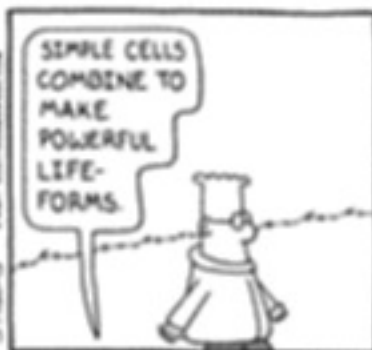
THAT WOULD
HAVE BEEN
A GOOD TIME
TO BE
QUIETLY
SUPPORTIVE,
DOGBERT.

OH, YEAH,
THAT'S A
LOT OF
FUN.



DILBERT®

BY
SCOTT ADAMS



CATBERT THE EVIL HUMAN
RESOURCES DIRECTOR

THE EMPLOYEES HAVE
TOO MUCH TIME OFF.
IT MUST BE STOPPED.



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I SUMMON THE
DEMONS OF
DARKNESS TO
ASSIST ME!!!



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... ELIMINATE SICK DAYS.
MAKE THEM USE VACATION
DAYS WHEN THEY'RE ILL.
CALL IT A "TIME BANK."

IT'S PLAYFUL...
IT'S CRUEL... I
LIKE IT.



I KNOW I SHOULD BE
OFF TORMENTING
PEOPLE...



BUT I CAN'T PRY
MYSELF AWAY FROM
THIS MOST
EXCELLENT BUTT-
WARMING DEVICE.



IT'S PROBABLY BECAUSE
OF THE HYPE, BUT I'M
THINKING THIS WOULD
BE EVEN BETTER WITH
"WINDOWS 95."



AS A CO-OP EMPLOYEE,
YOU CAN'T EXPECT THE
SAME LUSH CUBICLE
ENVIRONMENT THAT THE
REGULAR EMPLOYEES
ENJOY.



S. Adams E-mail: SCOTTADAMS@aol.com

YOU'LL BE SHARING
THIS CUBICLE WITH
OUR OTHER CO-OPS.



I HEARD
THAT THE
NEW CO-OP
ONLY LASTED
ONE DAY.



HE DIDN'T
FIT IN.



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HERE'S THE REVISED
STANDARD EMPLOYMENT
AGREEMENT. SIGN IT
OR BE FIRED.



"THIS AGREEMENT IS
BETWEEN THE COMPANY
(HEREAFTER REFERRED
TO AS 'THE ONLY COMPANY
THAT WOULD EVER HIRE
YOU') AND YOU (HERE-
AFTER CALLED
'PUDDING
HEAD')."



IT SEEMS
TO HAVE
A BIT OF
ATTITUDE.



OUR LAWYERS
TURNED ON
US. I SUSPECT
RABIES.



I CAN'T BELIEVE THEY
EXPECT US TO SIGN THESE
NEW EMPLOYMENT AGREE-
MENT FORMS.



ACCORDING TO THIS,
ANYTHING WE EVEN
THINK OF BECOMES THE
COMPANY'S PROPERTY. I'M
SURPRISED THEY DON'T
CLAIM OUR FIRSTBORN
SONS!



WHAT DO YOU SUPPOSE IT
MEANS WHEN THEY
COPYRIGHT OUR "DNA
AND ALL DERIVATIVE
WORKS"? THEY'D MAKE AN
EXCEPTION FOR
YOU.



LOOK AT THE AGREEMENT MY
COMPANY IS FORCING US
TO SIGN. THEY CLAIM THE
RIGHTS TO ANY IDEA AN
EMPLOYEE EVER HAS.

NO PROBLEM. JUST RETYPE
IT WITH A FEW STRATEGIC
OMISSIONS AND SIGN IT.
THEY CAN'T PROOFREAD
EVERY ONE.

WOULDN'T
THAT BE
DISHONEST?

MAYBE YOU
COULD JUST
SHOW THEM
SOME OF YOUR
IDEAS AND
THEY'D GRANT
A WAIVER.



DILBERT®

BY
SCOTT ADAMS



THIS 3-D COLORED
PIE CHART SHOWS AN
UNEXPLAINED RISE IN
EXPENSES.



YOU EACH GET A BINDER
OF COLORED PIE CHARTS
SO YOU CAN HELP FIND
THE CAUSE OF OUR
RISING EXPENSES.



HOW
MUCH
DO
COLOR
COPIES
COST?



I THINK
I SEE
IT!



IT'S NOT
THE
"MAGIC
EYE,"
DOOFUS.



I MOVED OUR SOFTWARE
DEVELOPMENT WORK TO
THE IMPOVERISHED
NATION OF ELBONIA.



I'M BRILLIANT. THEY
WRITE HIGH-QUALITY
CODE FOR SIX CENTS
A DAY! THERE'S NO RISK!



ELBONIA

TOMORROW,
YOU BE THE
COMPUTER.



I HEARD THAT OUR SOFTWARE DEVELOPMENT WORK HAS BEEN MOVED TO THE TINY NATION OF ELBONIA.

THINGS CAN'T GET WORSE THAN THAT.



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S.A. Adams E-mail: SCOTT@ADAMSBRAD.COM

DILBERT, YOU'RE IN CHARGE OF INTEGRATING THE ELBONIAN'S SOFTWARE WITH OUR EXISTING SYSTEMS.



OKAY, NOW IT CAN'T GET ANY WORSE.

YOU MIGHT WANT TO GET A TUBERCULOSIS VACCINATION.



SOMEWHERE IN ELBONIA

I'VE BEEN ASSIGNED TO
CHECK THE SOFTWARE YOU'RE
WRITING FOR US UNDER
CONTRACT.



S. Adams E-mail: SCOTTADAMS@aol.com

THE DOCUMENTATION
IS WRITTEN IN OUR
OWN ELBONIAN
LANGUAGE.

IS THAT A
PROBLEM?



THAT'S BETTER THAN I'D
HOPED. I WAS AFRAID
NOBODY
HERE
KNEW HOW
TO WRITE.

WRITING IS
EASY. SOMEDAY
WE HOPE TO
READ, TOO.



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BEFORE I ACCEPT THE SOFTWARE YOU WROTE UNDER CONTRACT, TELL ME WHAT DEVELOPMENT METHODOLOGY YOU USE.



WE HOLD VILLAGE MEETINGS TO BOAST OF OUR SKILLS AND CURSE THE DEVIL-SPAWNED END-USERS.

SOMETIMES WE JUGGLE.



AT THE LAST MINUTE WE SLAM OUT SOME CODE AND GO ROLLER SKATING.

I WOULD FIND THIS HUMOROUS IF NOT FOR THE PIG ON MY BACK.



YOU SAVED ONE MILLION
DOLLARS BY HAVING
PROGRAMMERS IN
ELBONIA WRITE SOFT-
WARE FOR US.



BUT WE WASTED FOUR
MILLION DOLLARS
TRYING TO DEBUG THE
SOFTWARE.

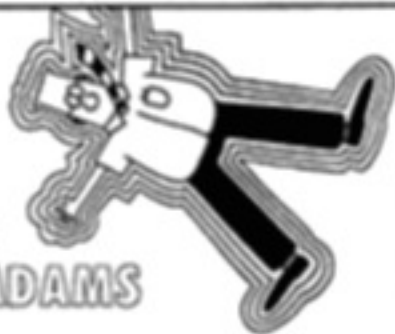


AND THE ENTIRE STAFF OF
OUR QUALITY ASSURANCE
GROUP QUIT TO BECOME
MIMES.





DILBERT®



BY
SCOTT ADAMS

I'M EMBARRASSED
TO WORK AT MY
COMPANY, DOGBERT.



WE CAN'T EVEN PAY
A SIMPLE INVOICE IN
LESS THAN SIX MONTHS.



"FIRST IT COMES TO OUR
MAIL ROOM FOR AGING."

DO WE
LIKE
DILBERT?

BAD HAIRCUT.
PENALTY DOK.



"MONTHS LATER IT GETS TO
OUR DEPARTMENT SECRETARY."

IT'S
URGENT.

I'LL START
IGNORING IT
IMMEDIATELY.



"EVENTUALLY MY BOSS GETS IT.
HE USES IT TO DEMONSTRATE
HIS INABILITY TO GRASP
THE CONCEPT OF TIME."

LET'S GET
SOME MORE
BIDS.

THAT WAS THE
PAST. THIS IS
THE PRESENT.



"IF IT MAKES IT TO THE
ACCOUNTS PAYABLE GROUP, IT
WILL BE EATEN BY TROLLS."

NO, THANKS.
I'M FULL.

JUST A
TASTE.



HOW WOULD YOU
PROTECT YOUR REPUTATION
IF YOU WERE ASSOCIATED
WITH SOMETHING SO
PATHETIC?



I'D TELL EVERYBODY
THAT THE DOOFY GUY
IS MY BUTLER.

HYPOTHETICALLY.



I HATE MY SHIRTS.
EACH ONE HAS EITHER
A STAIN OR A
MISSING
BUTTON.



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THEY SAY ENGINEERS
ARE NOT CONCERNED
WITH FASHION, BUT
THAT'S NOT FAIR.



WHICH STAIN
GOES WITH
THIS TIE?

DEFINITELY
THE MARINARA.



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I JUST GOT OUR
CONSULTANT'S REPORT.
HE'S IDENTIFIED
OUR BIGGEST
PROBLEM.



I RECOMMEND THAT
WE BUILD A TRACKING
DATABASE.

WE CAN PUT IT
ON THE
NETWORK.



WOULD
YOU LIKE
TO HEAR
WHAT THE
PROBLEM
IS FIRST?

I HATE TO
DWELL ON THE
NEGATIVE.

WE LIKE
DATABASES.



YOU HAVEN'T HEARD WHAT
THE PROBLEM IS YET;
HOW CAN YOU RECOMMEND
BUILDING A DATABASE
TO SOLVE IT??



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WE ALWAYS BUILD A
DATABASE.

AND WE'LL NEED
COFFEE MUGS
FOR THE PROJECT
TEAM.



THE PROBLEM
IS THAT WE
HAVE POOR
PROCESSES.

THAT COULD
BE THE
SLOGAN ON
OUR MUGS!



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DOGBERT, I NEED YOU
TO FACILITATE SOME
MEETINGS.



WHAT KIND
OF MEETINGS?

WE'RE CREATING A
PROCESS TO FIX OUR
PRODUCT DEVELOPMENT
PROCESS. BUT FIRST
WE'RE HAVING SOME
PREPLANNING MEET-
INGS...



...TO DECIDE ON
A PROJECT NAME..



HOW ABOUT
"DEATH SPIRAL"?

I'VE BEEN ASKED TO
FACILITATE THIS MEETING.
I ALONE WILL DETERMINE
WHO CAN SPEAK.



I'D LIKE TO BEGIN
WITH A RAW DISPLAY
OF MY POWER. YOU
MAY NOT SPEAK.



HEY, WALLY...
DID YOU EVER
HEAR OF A THING
CALLED EXERCISE?



I THINK YOU'LL AGREE THAT
THIS MEETING WENT
SMOOTHLY
WITH ME AS
FACILITATOR.



THE BREAKTHROUGH
WAS WHEN I REALIZED
I WAS THE ONLY ONE
HERE WITH ANYTHING
VALUABLE TO SAY.



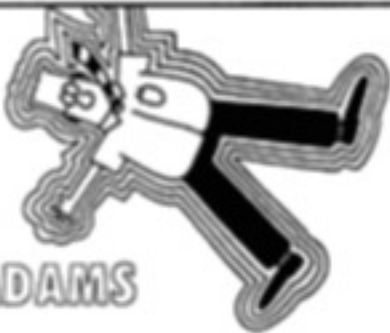
LET'S HAVE A MOMENT
OF SILENCE TO HONOR
ME FOR MY BRILLIANT
WORK DESPITE BEING
SURROUNDED BY
DOLTS.





DILBERT®

BY
SCOTT ADAMS



I WANT YOU TO INTERVIEW
THE NEW CANDIDATE FOR
ENGINEERING. DON'T
REVEAL ANY UGLY
TRUTHS.



AT THIS COMPANY WE'RE
DEDICATED TO THE
PRINCIPLE OF EMPLOYEE
EMPOWERMENT, JENNIFER.



THE "PRINCIPLE OF
EMPLOYEE EMPOWER-
MENT"?



UH-OH.

WHY WOULD
YOU HAVE A
SPECIAL PHRASE
FOR SOMETHING
LIKE THAT?



IF YOU COULD REALLY
MAKE DECISIONS ON
YOUR OWN IT
WOULD NEVER
OCCUR TO YOU TO
INVENT A
PHRASE FOR IT.



MY SHIELDS ARE
DOWN... A HULL
BREACH IS
IMMINENT...

JUST DON'T
TELL ME
YOU HAVE
"QUALITY
TEAMS"



**RUN FOR IT, JENNIFER!!!
IT'S TOO LATE FOR
ME BUT YOU CAN
SAVE YOURSELF!!!
RUN!!!**



WHOA!
HULL
BREACH.
ANY
SURVIVORS?



ONE. I HAD TO
JETTISON MY
DEIGNITY BUT
SHE MADE IT TO
THE ESCAPE POD



ADD AN EXECUTIVE
SUMMARY TO THE
APPROVAL PAGE.



5. Address E-mail: SCOTTADAMS@AOL.COM

KEEP IT SIMPLE. OUR
EXECUTIVES DON'T
UNDERSTAND AS
MUCH ABOUT TECH-
NOLOGY AS I DO.



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HOW COULD THEY KNOW
LESS THAN YOU DO?
YOU HAVEN'T FIGURED
OUT HOW TO MAKE YOUR
CAR GO UPHILL.



I HAVE TO TURN THIS
FIFTY-PAGE PROPOSAL
INTO A ONE-PARAGRAPH
EXECUTIVE SUMMARY FOR
OUR CEO. IT'S IMPOSSIBLE.

SIMPLE.



HOW ABOUT "GIVE US
THREE MILLION DOLLARS
SO WE CAN BUY COOL
TECHNOLOGY, PUMP UP OUR
RÉSUMÉS AND ESCAPE
THIS FESTERING BOIL
YOU CALL A COMPANY"?



I FEEL
OBLIGATED
TO SAY
SOMETHING
ABOUT OUR
CUSTOMERS.

HOW ABOUT
"I'M GLAD
I'M NOT ONE
OF THEM."



COULD YOU DO A DEMO
OF THE NEW PRODUCT
FOR OUR VP NEXT WEEK?



WELL... THAT WOULD
DELAY THE SHIP DATE,
LOWER MORALE AND
CREATE AN UNENDING
DEMAND FOR MORE
UNPRODUCTIVE DEMOS...



LOGICALLY,
SINCE YOUR
OBJECTIVE IS
TO SHOW THAT
WE'RE DOING
VALUABLE
WORK...



AND WE'LL
NEED A
BANNER
THAT SAYS
"QUALITY."



WE HAD TO CUT SOME
CORNERS TO GET THE
DEMO READY THIS SOON.



WALLY IS UNDER THE
TABLE. HE'LL PRETEND
TO BE THE 3-D INTERFACE
THAT WE COULD BUILD IF
WE WEREN'T DOING
USELESS DEMOS.



HE'S A LITTLE
FUZZY. CAN
YOU ADJUST
IT?

TRY THE
ELECTRIC
SHAVER.



OUR NEW VP IS
COMING. IS THE
DEMO OF OUR HOLO-
GRAPHIC INTERFACE
READY?



EVERYTHING SHOULD BE
FINE... UNLESS WE'RE
SUDDENLY VISITED
BY THE DARK ANGEL
OF PRODUCT DEMOS...



HELLO-O-O,
WALLY. DID
SOMEBODY
SAY 'DEMO'?

I'M DILBERT;
LOYAL PEON.



WE PLANNED A DAZZLING
DEMO FOR YOU, BUT AS
YOU CAN SEE WE'RE
BEING VISITED BY THE
DARK ANGEL OF DEMOS.



S. Adams E-mail: SCOTTADAMS@aol.com

THE DEMO IS A SHAM.
THEIR PROJECT IS DOOMED.
CUT THEIR FUNDING
BEFORE YOUR NAME IS
ASSOCIATED WITH IT.



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THE
WORST
IS OVER.

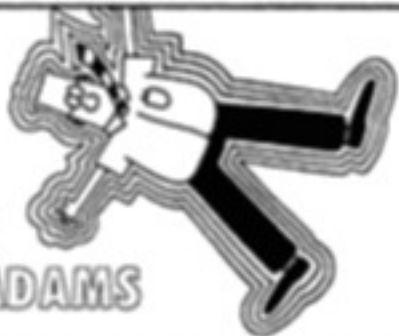
LOOK AT SOME
OF THE PICTURES
THE "BOYS" STORE
ON THE FILE
SERVER ..





DILBERT®

BY
SCOTT ADAMS



MYSTERIES REVEALED

HOW DO CEILING
TILES GET
DAMAGED?

IT BEGINS WITH A LOWLY
ENGINEER WHO MAKES
A TECHNOLOGY DECISION.



THE ENGINEER WRITES UP
HIS RECOMMENDATION.

TEN
PAGES.



THE BOSS SUMMARIZES
IT FOR THE EXECUTIVE
DIRECTOR.

ONE-PAGE
SUMMARY.



THE EXECUTIVE DIRECTOR
SUMMARIZES IT FOR THE
VICE PRESIDENT.

THREE BULLET
POINTS...



THE VP SUMMARIZES IT
FOR THE PRESIDENT.

NICE
NECKTIE..

THANKS. HAVE
SOME STOCK
OPTIONS.



THE PRESIDENT SEES A
CNN REPORT AND MAKES
A TECHNOLOGY DECISION.

INTERACTIVE
HOLOGRAMS
ARE HOT!

GET ME SOME
OF THAT!



THE ENGINEER IS ASSIGNED
TO JUSTIFY THE PRESIDENT'S
TECHNOLOGY DECISION.

HE TOOK
THAT
WELL.



WALLY AND I CAME
UP WITH A GREAT
NEW PRODUCT IDEA!

5 Adams E-mail: SCOTTADAMS@aol.com

INSPIRATION
ALERT IN
EFFECT!!

DANGER!
NEW IDEA!

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STATE
YOUR
IDEA
NOW

UM, YOU
TELL HIM.

IF THIS COMPANY WON'T
USE OUR PRODUCT IDEA
LET'S QUIT AND START
OUR OWN BUSINESS!

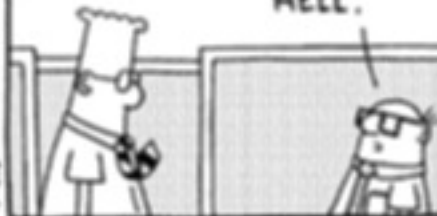


WHY QUIT? WE CAN
RUN OUR NEW COMPANY
FROM OUR CUBICLES
AND GET PAID TOO.



WOULDN'T
THAT BE
IMMORAL?

THAT'S ONLY
AN ISSUE FOR
PEOPLE WHO
AREN'T
ALREADY IN
HELL.



IT HAS COME TO MY
ATTENTION THAT SOME
EMPLOYEES ARE RUNNING
SIDE BUSINESSES FROM
THEIR CUBICLES.

REALLY??

I DON'T WANT TO
SEE ANY SIGNS OF
THAT IN MY
DEPARTMENT.

FAIR ENOUGH.

WHAT ABOUT
"YELLOW PAGES"
ADS?

WALBERT
INC.

5/1/96 E-mail: SCOTTADAMS@aol.com

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RATBERT, WE'D LIKE YOU
TO BE THE DIRECTOR OF
MARKETING FOR THE
COMPANY WE'RE
STARTING.

OKAY! WHAT
DO I DO?

BE AS ANNOYING
AND ILLOGICAL AS
YOU CAN. WE'LL
WHACK YOU IN THE
HEAD WITH BALLED-UP
SOCKS TO MAKE YOU
SHUT UP.

IT'S DEFINITELY BETTER
TO BE AN OWNER THAN
AN EMPLOYEE.

LET'S LINK HIS
SALARY TO
EARNINGS!
HEE HEE!

THE BUSINESS PLAN FOR
YOUR START-UP IS
IDIOTIC BUT I'M GOING
TO PROVIDE THE
VENTURE CAPITAL
FUNDING ANYWAY.



WE'LL GENERATE LOTS OF
MEDIA HYPE, GO PUBLIC
AND MAKE MILLIONS
BY SHAFING GREEDY
AND IGNORANT
INVESTORS.



THE LATIN WORD FOR
"CLOSE YOUR EYES AND
OPEN YOUR MOUTH"
IS "PROSPECTUS."

THIS IS
EXACTLY WHY
I'M AFRAID
OF DOGS.



WALLY AND I STARTED OUR OWN COMPANY. WE'RE SELLING THE PRODUCT THAT YOU SAID NOBODY WANTS.

SOON WE WILL BE RICH.

5 Adams E-mail: SCOTTADAMS@aol.com

WE DO OUR VICTORY JIG IN YOUR FACE.

BA-BUM

WHEN HE SHOWED YOU YOUR EMPLOYMENT AGREEMENT - WHERE YOU GAVE ALL PATENT RIGHTS TO THIS COMPANY - WHAT PART OF THE JIG WERE YOU DOING?

TURBO MOONING.

Sob

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DILBERT®

BY
SCOTT ADAMS



I HAVE AN ETHICAL QUESTION, DOGBERT.

I'M HERE TO HELP.

IS IT BETTER TO GIVE CUSTOMERS A LOW QUALITY PRODUCT IN A TIMELY FASHION...

OR IS IT BETTER TO LIE ABOUT PRODUCT AVAILABILITY UNTIL THE BUGS ARE FIXED?

I WILL NEED MY ASSISTANT, RATBERT, TO ADDRESS YOUR ETHICAL QUESTION.

LET'S SAY RATBERT IS A TRUSTING AND INNOCENT CUSTOMER.

SUPPOSE SOMEBODY ABUSES HIS TRUST LIKE THIS...

SMACK

HOW DOES THIS RELATE TO MY SITUATION?

TO BE HONEST, I WASN'T LISTENING TO YOU.

HEY, EVERYBODY. MEET
OUR NEW INTERN, ASOK.



5/1/05 E-mail: SCOTTADAMSBAGL.COM

I HOPE THIS ONE'S
STURDIER THAN THE
LAST ONE.



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MY STAPLE REMOVER IS
BROKEN. SOMEBODY
TOSS THAT INTERN TO
ME!



ASOK THE INTERN

AS AN INTERN, YOUR ASSIGNMENTS WON'T BE AS GLAMOROUS AS MINE, BUT YOU'LL GAIN EXPERIENCE.



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DILBERT, I NEED A STATUS REPORT ON THE MOUSE PAD INVENTORY.



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SEE? MY ASSIGNMENT HAS THE WORD "STATUS" BUILT RIGHT IN.

DANGER!
ALERT!



ASOK THE INTERN

ASOK, COME
QUICKLY! IT'S
AN EMERGENCY!



YOU MUST CRAWL THROUGH
THE JEFFRIES TUBE
AND SHUT DOWN THE
FURNACE BEFORE IT
FRIES US ALL!



TODAY YOUNG
ASOK LEARNS
THAT LIFE IS
NOT LIKE "STAR
TREK."

I'M
STUCK.



I WANT EVERYONE TO
PREPARE A PRESEN-
TATION FOR THE
EXECUTIVE REVIEW
BOARD. URGENT.

WHAT'S THAT SMELL?
YES!!! ... IT'S THE
SCENT OF UNNECESSARY
WORK FOR A MEETING
THAT WILL BE CANCELED.

DID YOU SMELL THE
UNNECESSARY WORK?
WE CAN IGNORE IT!

IT'S LIKE POPCORN
FOR THE SOUL.

URGENT

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WHY AREN'T YOU SLAVING
AWAY, PREPARING FOR
THE EXECUTIVE REVIEW
BOARD MEETING?



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I HAVE THE MALE
"WORK AVOIDANCE
CHROMOSOME." I CAN
DETECT UNNECESSARY
WORK, THEREBY
AVOIDING IT.



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WE ALL
HAVE TO
BE READY
TO PRESENT
SOMETHING!

COULD YOU
HOLD IT
DOWN? I'M
TRYING TO
SLEEP.



I DON'T BELIEVE MEN
HAVE A SPECIAL
CHROMOSOME TO TELL THEM
WHICH ASSIGNMENTS ARE
A WASTE OF TIME.



WE
DO.

S. Adams E-mail: SCOTTADAMS@AOL.COM

I WILL TEST THE THEORY
ON YOUNG ASOK THE
INTERN.

MMM... THE
SWEET SMELL OF
UNNECESSARY
WORK.



Jim © 1996 United Feature Syndicate, Inc. (NYC)

MAYBE MEN ARE MORE
PERCEPTIVE THAN
YOU'D
THINK.

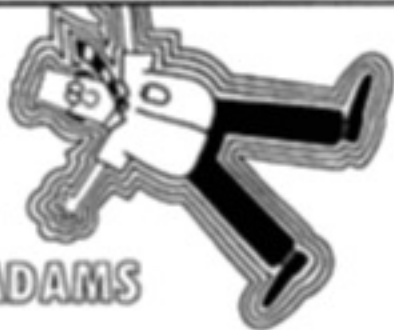
SHE'S AROUSED.
I'LL MAKE MY
MOVE.





DILBERT®

BY
SCOTT ADAMS



AT LONG LAST OUR
PRODUCT IS COMPLETE.
IT SHIPS TOMORROW.



THAT'S TERRIFIC. I
ONLY HAVE A FEW
ADDITIONAL FEATURES
TO ADD AND THE
MARKETING DEPARTMENT
WILL BE HAPPY.



I BELIEVE
THAT OUR
CUSTOMERS
WANT
HARDWARE,
NOT SOFT-
WARE.

IT'S TIMES
LIKE THIS I
WISH I WERE
A PSYCHOPATH.

YOU'RE
NOT?



I WANT YOU THREE
TO WRITE THE DEPART-
MENT NEWSLETTER.
IT'S AN IMPORTANT,
HIGH-PROFILE ASSIGN-
MENT.



I AM AN EXPERIENCED
TECHNICAL WRITER. YOU
HAVE PLACED ME ON A
PROJECT WITH AN
INTERN AND A RODENT.



MY NEXT
RAISE WILL
DEPEND ON
THEIR
PERFOR-
MANCE.



I'LL DO
THE
SPORTS
PAGE!



I'LL BE THE
TOPLESS
MODEL ON
PAGE TWO.



LET'S GET ONE THING
STRAIGHT BEFORE WE
START WRITING THE
DEPARTMENT
NEWSLETTER...



I'M AN EXPERIENCED
TECHNICAL WRITER. YOU
ARE AN INTERN AND
A RAT, RESPECTIVELY.
THEREFORE I WILL BE
THE EDITOR.



I HAVE NO
SKILLS WHATSOEVER.
THERE-
FORE I'LL BE
EXECUTIVE
EDITOR.

IS "PUBLISHER"
TAKEN?



AT THE RISK OF DYING
FROM BOREDOM, I MUST
INTERVIEW YOU FOR THE
DEPARTMENT NEWSLETTER.



S. Adams's E-mail: SCOTTADAMS@aol.com

LET ME GIVE YOU SOME
BACKGROUND BEFORE
I TALK ABOUT MY
PROJECT...



"THE PROJECT
IS GOOD,"
QUIPPED THE
ENGINEER.



... SO THERE
I AM IN
MY MOM'S
FALLOPIAN
TUBE...



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WALLY, I'M HOPING
YOU'LL AGREE TO
WRITE ABOUT YOUR
PROJECT FOR THE
NEWSLETTER...



AND IN THE GRAND
TRADITION OF ENGINEER-
ING, I EXPECT YOU'LL
GIVE THIS THE LOWEST
PRIORITY, THUS MAKING
ME DESPISE YOU.



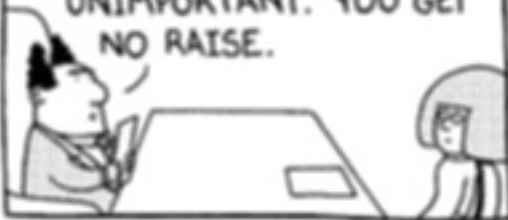
SO... ARE YOU
SAYING YOU
DON'T DESPISE
ME NOW?

WE ARE NOT
HAVING A
"MOMENT"
HERE!



PERFORMANCE REVIEW

YOUR MAIN ACCOMPLISHMENT
WAS THE DEPARTMENT
NEWSLETTER WHICH WAS
BOTH UNINTERESTING AND
UNIMPORTANT. YOU GET
NO RAISE.



5-Adipm5 E-mail: SCOTTADIPM5@aol.com

THE NEWSLETTER WAS
YOUR IDEA, AND IT'S
BORING BECAUSE MOST OF
THE ARTICLES ARE
CONTRIBUTED BY MY
IDIOTIC COWORKERS.



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YOU DON'T
SEEM TO
UNDERSTAND
THE VALUE
OF TEAM-
WORK.

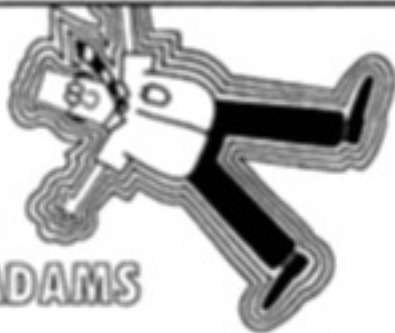
I UNDERSTAND
ITS VALUE;
IT JUST COST
ME A TWO-
PERCENT
RAISE.





DILBERT®

BY
SCOTT ADAMS



IT'S MY HONOR TO
PRESENT THIS
SPECIAL BONUS
CHECK TO BARRY.

THAT'S
YOU.

MY NAME
IS BARRY?

THIS IS FOR
WORKING
HUNDREDS OF
HOURS OF OVER-
TIME.

WHILE YOU
QUITTERS WERE
GOING HOME BY
9 PM EVERY
NIGHT...

BARRY REMAINED AT
WORK STARING AT
HIS COMPUTER FOR
HOURS.

IT'S IMPORTANT
TO RECOGNIZE
EXTRA EFFORT.

SADLY, THAT'S THE
END OF THE
SPECIAL BONUS
BUDGET FOR THE
YEAR.

IN RETROSPECT, I
SHOULDN'T HAVE
TOLD BARRY THAT
HIS SCREEN SAVER
IS AN EPIC MINI-
SERIES.

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SCOTT ADAMS

2/1/99

IN AN EFFORT TO BOOST
SALES, LAPTOP COMPUTERS
HAVE BEEN GIVEN TO
EVERY MEMBER OF THE
SALES FORCE.



5/1/96 E-mail: SCOTTADAMS@aol.com

THAT COULD BE A
PROBLEM, GIVEN
THE RECENT CUTS
TO THE TRAINING
BUDGET.



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MEANWHILE, IN THE FIELD

AND IF YOU ORDER
TODAY, I'LL THROW
IN THIS RECTANGULAR
PLASTIC THING.



I WISH I HAD AN
IVY LEAGUE DEGREE SO
I COULD BE PROMOTED
TO VICE PRESIDENT.

YOU
DON'T
NEED
ONE.

IT'S IMPOSSIBLE TO BE
A VICE PRESIDENT
WITHOUT ONE.

I'LL BET \$100
I CAN TURN
A RAT INTO A
VICE PRESIDENT.

THAT WAS
GOOD, BUT
TRY SAYING
IT AS THOUGH
YOUR SOUL
JUST ABANDONED
YOUR BODY.

"WE'VE REOR-
GANIZED TO
FOCUS ON
OUR CORE
COMPETENCY."

REMEMBER EVERYTHING
I TAUGHT YOU, RATBERT.
IF YOU CAN PASS YOUR-
SELF OFF AS A CORPORATE
VICE PRESIDENT, I'LL
WIN MY BET.



S. Adams E-mail: SCOTTADAMS@aol.com

YO, HEADCOUNT! IF
YOU HAVE ANY ISSUES,
PUT TOGETHER AN ACTION
PLAN. OUR PEOPLE ARE
THE BEST. DON'T SPEND
MONEY.



DO YOU
THINK HE'S
REALLY A
VICE
PRESIDENT?

MAYBE. BUT I'M
NOT READY TO
RULE OUT
"ANNOYING
RODENT" YET.

QUALITY.



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MISTER RATBERT, I DON'T
THINK I CAN HIRE A
RAT TO BE OUR VICE
PRESIDENT OF MARKETING.
YOU NEED EXPERIENCE IN
THE TECHNOLOGY INDUSTRY.



5 Addams E-mail: SCOTTADAMSBAG.COM

I SPENT A WEEK
IN A DUMPSTER
AT PROCTER AND
GAMBLE.



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CLOSE
ENOUGH!
WELCOME
TO THE
TEAM!

I'LL BRING
SOME CRONIES
WITH ME.
THEY'RE
FLIES.



I HAD YEARS OF VALUABLE EXPERIENCE AS A RODENT BEFORE I BECAME VICE PRESIDENT OF MARKETING.



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E-mail: SCOTTADAMS@aol.com

MY MARKETING PLAN IS SIMPLE. EACH OF YOU WILL CLING TO THE LEG OF A TECHNOLOGY COLUMNIST UNTIL WE GET SOME GOOD PRESS.



IT LOOKS LIKE YOU'RE FULL.



YOU CAN CLING TO THE CAT UNTIL A SPACE OPENS.



I QUIT MY JOB AS
VICE PRESIDENT OF
MARKETING...



S. Adams E-mail: SCOTTADAMS@aol.com

I WAS LOSING MY
SCRUPLES... BECOMING
UNSCRUPULOUS. YES,
I LEARNED A VALUABLE
LESSON ABOUT SCRUPLES.



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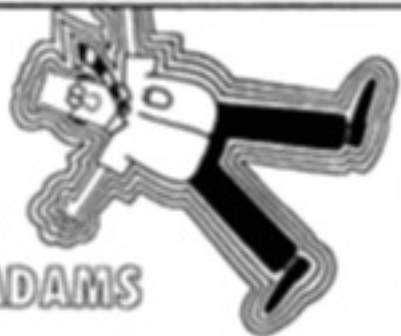
AND THAT
LESSON
WOULD BE?

IT'S FUN TO
SAY "SCRUPLES."





DILBERT®



BY
SCOTT ADAMS

GO HOME, DILBERT.
RELAX! YOU'RE
WORKING TOO HARD!



YOU TOLD ME TO
FINISH THIS BY
TOMORROW. YOU
SAID IT'S URGENT.



RELAX! GO HOME!
SHOO!



SUDDENLY DILBERT IS
SUCKED INTO THE "BOSS
ZONE" WHERE TIME AND
LOGIC DO NOT APPLY.



HOW CAN I RELAX
AND DO URGENT
WORK AT THE
SAME TIME?



WORK SMARTER,
NOT HARDER.



MERCIFULLY, THE ANGEL OF
CYNICISM APPEARS.

SLAP SOMETHING
TOGETHER IN THE
MORNING. HE WON'T
LOOK AT IT ANYWAY.



THE INSPIRATIONAL MORAL...

FREEDOM'S JUST ANOTHER
WORD FOR NOT CARING
ABOUT THE QUALITY OF
YOUR WORK!



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THE EXECUTIVE REVIEW
BOARD MEETING IS
CANCELED. I HOPE YOU
DIDN'T WORK TOO HARD
PREPARING
FOR IT.



MUST...
CONTROL
FIST...
OF...
DEATH...

UNLIKE ALICE,
I SAW IT
COMING AND
DID NO WORK
WHATSOEVER.



DID YOU
SEE THAT
COMING,
NOSTRA-
DAMUS?

WHAT DOES
THIS DO TO
HEADCOUNT?



STUPID MACHINE, YOU'VE
TAKEN MY COINS AND
WITH THEM MY SUNNY
DISPOSITION.



THERE'S NOTHING
LEFT TO GIVE!!!
YOU'VE TAKEN IT
ALL!!!



OKAY, YOU GOT MY
DIGNITY AND MY
CAREER, TOO... BUT
I AM DRAWING THE
LINE HERE, BUSTER!



CATBERT THE H.R. DIRECTOR

THIS REPORT SAYS YOU
WENT NUTS AT A
VENDING MACHINE
BECAUSE IT TOOK YOUR
MONEY.



5 Aday's E-mail: SCOTTADAMBRAGL.COM

THE COMPANY USED TO
OFFER COUNSELING IN
THESE CASES. BUT WE
FOUND IT WAS MORE
ECONOMICAL TO APPLY
THE DEATH PENALTY.



WHAT?!
HOW IS
THAT
POSSIBLE?



I'M NOT SURE
YET. YOU'RE
TOO BIG FOR
THE MICRO-
WAVE OVEN...



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TODAY WAS A BAD DAY.
FIRST THE VENDING
MACHINE STOLE MY
MONEY...



5. Adkins's E-mail: SCOTTADAMSBRAON.COM

...AND BY THE END OF
THE DAY I HAD BEEN
SENTENCED TO DEATH BY
THE DIRECTOR OF HUMAN
RESOURCES...



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I'VE BECOME
TOTALLY
DESENSITIZED
TO TRAGIC
NEWS!



THE EXECUTION
IS SCHEDULED
FOR TOMOR-
ROW. I
SHOULD CALL
IN SICK.



DOGBERT VERSUS CATBERT

I UNDERSTAND
YOU'VE SENTENCED
DILBERT TO
DEATH.

IS THAT A
PROBLEM?



MY ASSISTANT, BOB THE
DINOSAUR, WILL NOW
DEMONSTRATE HOW TO
GIVE A CAT A
"FUR WEDGIE."



I'VE BEEN PARDONED.
SOMEHOW THEY LOST THE
PAPERWORK ORDERING
MY EXECUTION.



THE INTERNAL
JOB POSTINGS
ARE OUT. HERE'S
A JOB I'D
LOVE.



"EXPERIENCE REQUIRED:
THE CANDIDATE MUST BE
A GUY NAMED ERIC, POT-
BELLIED, NEARSIGHTED,
MUST DRIVE A RED FORD
BRONCO."



THEY MIGHT
HAVE SOMEONE
IN MIND
ALREADY.

IF I SQUINT...
AND LEAVE MY
"CONTROL TOP"
PANTYHOSE AT
HOME...

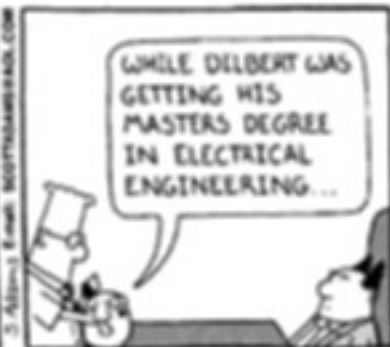
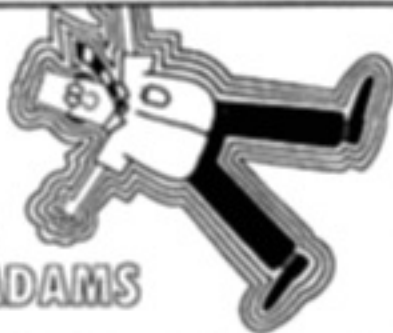




DILBERT®

BY

SCOTT ADAMS



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ALICE, YOU'VE BEEN WORKING EIGHTEEN HOURS A DAY. I REALIZED I MUST ADD A PERSON TO THE EFFORT.



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SO I HIRED A NIGHT SHIFT MANAGER. AFTER I GO HOME AT FIVE O'CLOCK HE'LL TAKE OVER AND ASK WHY YOU'RE BEHIND SCHEDULE.



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I LIKE MY STATUS REPORTS RENDERED IN 3-D, BUT DON'T SPEND A LOT OF TIME ON IT.



THIS DOG IS SPECIALLY
TRAINED TO DETECT
WASTED RESOURCES.



5 Adams E-mail: SCOTTADAMS@aol.com

HE'LL HELP ME FIND
OUT WHY YOUR PROJECT
IS BEHIND SCHEDULE
EVEN AFTER ADDING
ME AS MANAGER.



WE'LL BEGIN
AS SOON AS HE'S
DONE PLAYING
AROUND.



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OH MY!
THIS IS
SHOCKING!

WHAT?

40% OF ALL SICK DAYS
TAKEN BY YOUR STAFF
ARE FRIDAYS AND
MONDAYS!

WHAT KIND
OF IDIOT DO
THEY THINK
I AM?

NOT AN IDIOT
SAVANT. THEY
CAN DO MATH.

Sullivan's E-mail: SCOTTADAMSBAGL.COM

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IT HAS COME TO MY
ATTENTION THAT 40%
OF YOUR SICK DAYS ARE
ON FRIDAYS AND MONDAYS.
THIS IS UNACCEPTABLE.



5. Addins E-mail: SCOTTADAMS@aol.com

HA HA HA !!!
THAT'S A
GOOD ONE !!!



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PLEASE
TELL ME
HE WAS
KIDDING.

WELCOME TO
HELL, KID.



I CAN MAKE YOUR
EMPLOYEES MORE CREATIVE
AND SPIRITUALLY
FULFILLED.



5 Adams, E-mail: SCOTTADAMS@aol.com

I USE MY SPECIAL BLEND
OF POETRY AND DANCE
TO TOUCH THEIR SOULS.

OKAY,
YOU'RE
HIRED.



THERE ONCE WAS A
DOG WITH A HAT...
WHO GOT PAID TO
DANCE LIKE THAT...

HEY! MY SOUL
JUST HEALED!



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HAVE MY POEMS AND DANCES
HEALED YOUR SOUL YET,
ALICE? THE COMPANY
CARES ABOUT YOUR TOTAL
WELL BEING.

EXCUSE
ME.

WE WANT MORE
MONEY, NOT MORE
DANCING DOGS!!!
M-O-N-E-Y!!

SO YOU'RE SAYING THOSE
PRIMAL SCREAMS ARE
HEALTHY?
CAN YOU
TEACH ME
TO DO IT?

HERE'S MY
INVOICE-GO
WILD.

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DILBERT®

BY
SCOTT ADAMS



YO, DIL-MAN!

UH-OH, IT'S
KEN FROM
SALES.

I TOLD OUR BIGGEST
CUSTOMERS HOW GREAT
OUR NEXT PRODUCT WILL
BE. NOW NOBODY WILL
BUY OUR CURRENT
PRODUCT.

WHEN WILL
THE NEW
VERSION BE
AVAILABLE?

IN A
YEAR OR
TWO.

HMM... I SEEM TO HAVE
SINGLE-HANDEDLY
DESTROYED AN ENTIRE
PRODUCT LINE.

LUCKILY OUR BIGGEST
COMPETITOR IS HIRING
SALES PEOPLE. AND
I'M BETTING THEY'LL
HAVE BRISK SALES THIS
YEAR!

COMMISSIONS
GALORE!

IF THERE'S JUSTICE
IN THIS WORLD, THE
IDIOTS WILL BE
PUNISHED...

... BEFORE THEY GET
PROMOTED.

UH... WE NEED THE
NEW VERSION BY
TUESDAY.

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CATBERT, HR DIRECTOR

WALLY, IT MIGHT NOT SEEM
FAIR THAT NEW EMPLOYEES
ARE PAID MORE THAN
YOU...



BUT YOU COULD
ALWAYS QUIT AND
THEN REAPPLY FOR
YOUR OLD JOB AT
A HIGHER SALARY.



I JUST
MIGHT
DO
THAT!!



WOULD YOU
MIND RUBBING
THIS CATNIP
ALL OVER YOUR
BODY FIRST?



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SO I'M THINKING I'LL
RESIGN, THEN I'LL
REAPPLY FOR MY
CURRENT JOB AT A
HIGHER SALARY.



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THAT'S A GOOD PLAN
EXCEPT FOR THE FACT
THAT YOU'RE
THOROUGHLY UNQUAL-
IFIED FOR YOUR
CURRENT JOB.



I NEED TO
SHARE MY
UNREALISTIC
PLANS WITH
A FRIEND
WHO ISN'T AN
ENGINEER.

I'M MORE OF
A CO-WORKER
THAN A
FRIEND,
PER SE.



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AND THAT'S THE
MARKETING PLAN.
ANY COMMENTS?



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IT APPEARS TO BE
A BUNCH OF OBVIOUS
GENERALITIES AND
WISHFUL THINKING
WITH NO APPARENT
BUSINESS VALUE.



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MARKETING
DIDN'T TURN
OUT TO BE
THE GLAMOUR
CAREER I
EXPECTED.

I CIRCLED
ALL THE
WORDS YOU
WON'T FIND
IN ANY
DICTIONARY.



EXPERIMENT #1: I AM
EXPOSING A RAT TO MY
COMPANY'S MARKETING
PLAN.



HE SEEMS TO HAVE NO
ADVERSE RESPONSE TO
THE INTRODUCTION
AND BACKGROUND.



THIS IS ALREADY FAR
MORE EXPOSURE THAN
HUMANS COULD TOLERATE..



HERE'S MY TIME SHEET,
INCLUDING GUESSES FOR
THE NEXT TWO DAYS
SO I CAN MEET YOUR
ARBITRARY CLERICAL
DEADLINE.



IF ANYTHING IMPORTANT
COMES UP, I'LL IGNORE IT
TO PRESERVE THE
INTEGRITY OF THE TIME-
REPORTING SYSTEM.



ARE
YOU
FINISHED
ANNOYING
ME YET?



ACCORDING TO
MY TIME SHEET
I'LL BE HERE
FOR ANOTHER
14 MINUTES.



I GOT MYSELF
A LITTLE WORK-
AVOIDANCE
DEVICE.



IF I WANT TO LEAVE A
MEETING EARLY, I JUST
LOOK DOWN AND SAY
"UH-OH" AND SCURRY
AWAY.



WHAT'S THE PAGER
NUMBER IN CASE
I NEED YOU?



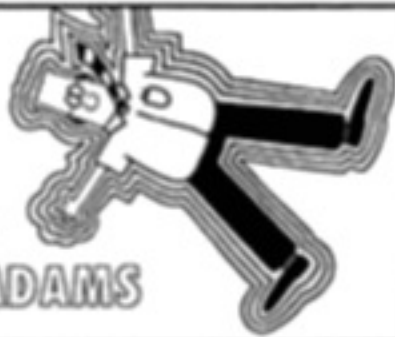
YOU'RE NOT
QUITE GRASPING
THE CONCEPT
HERE, ALICE.





DILBERT®

BY
SCOTT ADAMS



GREAT NEWS!
THE COMPANY
SET A NEW
RECORD FOR
PROFITS!



THAT MEANS
T-SHIRTS FOR
EVERYONE!



YOU CAN CHOOSE
FROM SIZES
"SMALL," "PETITE"
OR "ELFIN."



SHOULDN'T THESE HAVE
THE COMPANY NAME OR
LOGO ON THEM?

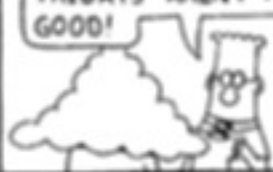
HEY, THAT'S
AN IDEA
FOR NEXT
YEAR!



IT'S 1% COTTON, 99%
"MISCELLANEOUS" AND ALL
HAND-MADE BY AUTHENTIC
SLAVE LABORERS.



THAT'S GREAT! WITH
SLAVE LABOR YOU DON'T
HAVE THE PROBLEM THAT
THE SHIRTS MADE ON
FRIDAYS AREN'T AS
GOOD!



DO YOU EVER WORRY
THAT OUR CAREER
EXPECTATIONS HAVE
GOTTEN TOO LOW?



DON'T GO
THERE,
ALICE.

"CASUAL DAY,"
HERE I
COME!



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CATBERT, HR. DIRECTOR

I'VE COME
TO GIVE
YOU
"EMPLOYEE
ORIENTATION,"
WALLY.

BUT I'VE
WORKED
HERE FOR
YEARS.



YOU STILL HAVE A
GLIMMER OF HOPE.
YOU'LL HAVE TO WATCH
THIS MANDATORY
TRAINING VIDEO.



SO, YOU STILL
HAVE HOPE ...



RELAX...
LET IT
GO.



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I'M PLEASED TO
REPORT ANOTHER
BANNER WEEK
OF ACCOMPLISHMENTS!



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I STREAMLINED MY
BUSINESS PROCESSES
WHILE HONING MY
PARTICIPATORY STYLE
AND MY PROACTIVE
ATTITUDE, ALL WHILE
VALUING DIVERSITY!



YOU
WATCHED
THE
MANDATORY
TRAINING
VIDEOS?

AND I
LOST MY
FREE
WILL!



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I JUST WATCHED THE
MANDATORY VIDEO
ON SEXUAL
HARASSMENT.
IT WORKED!



IN ONLY THIRTY
MINUTES, THAT VIDEO
CORRECTED A BILLION
YEARS OF EVOLUTION.
DO SOMETHING SEXY
AND WATCH ME
IGNORE IT!



I PROBABLY
SHOULDN'T HAVE
FAST-FORWARDED
THROUGH THE
BORING PARTS.



HERE'S YOUR PROBLEM.
THE CONNECTION TO THE
NETWORK IS BROKEN.



UH-OH. IT'S A "TOKEN
RING" LAN. THAT MEANS
THE TOKEN FELL OUT AND
IT'S IN THIS ROOM
SOMEPLACE.



YOU ARE
THE WIND
BENEATH
MY
WINGS

I'LL WAIT A
WEEK THEN TELL
HIM THE TOKEN
MUST BE IN THE
"ETHERNET."



WE'LL HAVE TO ELIMINATE
A FEW STEPS IN ORDER
TO HIT THE MARKET
WINDOW.



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I THINK WE CAN GET
RID OF MARKET
RESEARCH AND
TECHNICAL TESTING.
THEY'RE BASICALLY
"OVERHEAD."



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GONE! NOW
WE'LL HIT
THE WINDOW!

...LIKE
A BIRD.



HERE ARE MY BUDGET
ESTIMATES FOR THE
YEAR.



THANKS TO MANAGEMENT
BUNGLING AND INDE-
CISION, I PLAN TO USE
NO CAPITAL FOR SEVERAL
MONTHS FOLLOWED BY
A RECKLESS YEAR-END
ORGY OF ACQUISITION.



IS THAT
WHAT
YOU
WERE
LOOKING
FOR?



TELL ME
AGAIN WHAT
"CAPITAL"
IS.



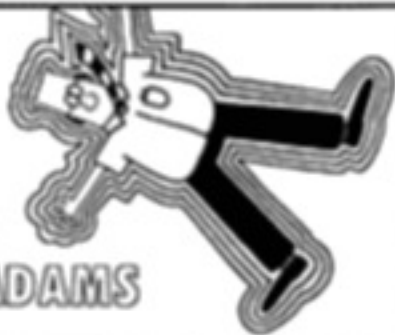
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DILBERT®

BY
SCOTT ADAMS



I NEED TO
MOVE YOU
ONE CUBICLE
DOWN.

WHY?

THAT WAY MY
PEOPLE WILL
BE IN A SQUARE
PATTERN.

YOU'RE IN A RANDOM
PATTERN NOW. THE
SYMMETRY IS BAD.

YOU WANT ME TO
WASTE TWO DAYS
OF WORK TO MOVE...

I'LL HAVE NO PHONE
AND NO NETWORK
CONNECTION FOR
A WEEK...

I'LL HAVE TO ORDER
NEW BUSINESS CARDS
AND UPDATE MY
CUBICLE ADDRESS ON
DOZENS OF RECORDS.

AND YOU STILL WON'T
HAVE A **SQUARE**
BECAUSE THERE ARE
FIVE OF US.

I GOT DOWNIZED.
APPARENTLY SOMEBODY
COMPLAINED THAT
I FORMED A
PENTAGON.

THAT CAN
HAPPEN.

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THIS WEEK I KICKED
OFF THE "WALLY
COMPENSATION
EQUILIBRIUM PROJECT."



MY GOAL IS TO LOWER
THE QUALITY OF MY
WORK UNTIL IT IS
CONSISTENT
WITH MY
SALARY.



I HATE
THE FIRST
MONTH
AFTER
THEY SEE
THEIR
RAISES.

I'D GO ON,
BUT I JUST
ACHIEVED
EQUILIBRIUM.



CATBERT, THE EVIL DIRECTOR
OF HUMAN RESOURCES

WE'RE MOVING TO
"CAFETERIA STYLE"
BENEFITS.



UNDER THIS SYSTEM, IF
YOU NEED HEALTH CARE,
YOU WANDER THROUGH
THE CAFETERIA ASKING
"DOES ANYBODY
KNOW WHAT THIS
RED LUMP IS?"



WHAT IF
IT'S A
LIFE-
THREATENING
PROBLEM?

THAT REMINDS
ME, THE
CAFETERIA
WON'T BE
LABELING
THE ENTREES
ANYMORE.



I'M GOING TO TRY
MY PAW AT
BEING A CAREER
COUNSELOR.



INSECURE PEOPLE WILL
SEEK MY ADVICE AND
I'LL TELL THEM TO BE
MORE SELF-RELIANT.



THAT
SOUNDS
LAZY
AND
UNHELP-
FUL.

WOULD YOU WANT
CAREER ADVICE
FROM SOMEBODY
WHO HAS TO
WORK HARD?



DOGBERT, CAREER COUNSELOR

YOU CAN'T EXPECT
YOUR EMPLOYER TO
TAKE CARE OF YOU
FOREVER, WALLY.



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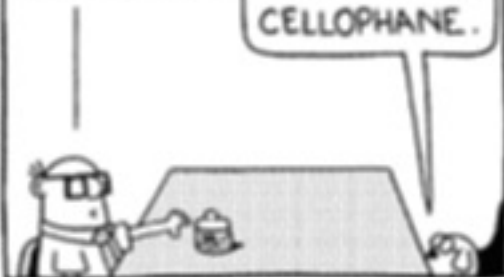
DON'T EXPECT RAISES,
DON'T EXPECT TO BE
TRAINED AND DON'T
EXPECT A PENSION.



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THAT'S
DEPRESSING.
I NEED A
SOURLBALL.

THOSE ARE
MARBLES
WRAPPED IN
CELLOPHANE.



DOGBERT, CAREER COUNSELOR

ACCORDING TO YOUR
OCCUPATIONAL PREFERENCE
TEST, YOU LIKE TO REMOVE
VITAL ORGANS FROM
HELPLESS PEOPLE.



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THAT NARROWS THE
CAREER CHOICES TO
DOCTOR OR SERIAL
KILLER. DO YOU GET
ALONG WITH OTHER
PEOPLE?



OTHER PEOPLE
ARE INSIGNIFI-
CANT INSECTS.

WE'LL HAVE TO
GO TO A
TIE-BREAKER
QUESTION.



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DOGBERT, CAREER COUNSELOR

I'M A LOWLY TECHNICAL WRITER NOW, BUT MY GOAL IS TO BECOME A FAMOUS NOVELIST.



MY PLAN IS TO WRITE WITTY AND SCATHING E-MAIL MESSAGES ABOUT CO-WORKERS UNTIL A PUBLISHER GIVES ME AN ADVANCE.



THEY MIGHT EXPECT YOU TO WRITE A BOOK AT SOME POINT.

BLOOD SUCKERS!



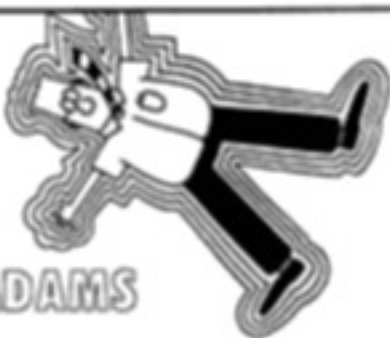
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DILBERT®

BY
SCOTT ADAMS



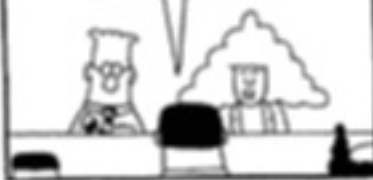
I'D LIKE YOU ALL TO MEET OUR NEW VICE PRESIDENT IN CHARGE OF COST CONTAINMENT.



MY FIRST PRIORITY IS TO REDUCE OUR SPIRALING EXPENSES FOR OFFICE SUPPLIES.



FROM NOW ON, YOUR SUPPLY CABINET WILL BE LOCKED.



THE ONLY KEY WILL BE UNDER THE CONTROL OF YOUR BITTER AND INEFFICIENT SECRETARY.

QUESTIONS?



I AM ONLY AN INTERN SO PLEASE EXCUSE THIS NAIVE QUESTION...



I'VE NOTICED THAT THE EMPLOYEES ARE ALL DISPIRITED HOLLOW SHELLS, MANAGEMENT IS RANDOM AND OUR PRODUCTS ARE SHODDY.



HOW ARE YOU GOING TO SOLVE THAT BY MAKING IT HARD TO GET SUPPLIES?



I THOUGHT YOU SAID THEY LIKE HONESTY.

ASK HOW MUCH HE'S PAID. IT SHOWS YOU CARE.



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THE COMPANY ANNOUNCED
WE'RE BEING BOUGHT BY
OUR LONG-TIME RIVAL.



DON'T WORRY ABOUT
LAYOFFS. THEY LIKE
ENGINEERS. IN FACT,
THEY ALREADY HAVE
A DIVISION THAT DOES
WHAT WE DO!



EXCEPT THEY'RE
YOUNGER AND THEY
AREN'T PAID AS
MUCH AS WE ARE...



AFTER THE MERGER, WE'LL
REDUCE STAFF IN AREAS
THAT ARE REDUNDANT.



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I HOPE THE EMPLOYEES
OF THIS COMPANY WILL
BE EVALUATED FAIRLY
COMPARED TO THOSE IN
THE BUYING COMPANY.



WE ALREADY
HAVE A
BALD GUY.

DOES YOURS
STEAL OFFICE
FURNITURE,
TOO?



I'M PARALYZED WITH
FEAR BECAUSE OF THE
PENDING MERGER.



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Sabbas E-mail: SCOTT@AMSBADL.COM

THANKS TO YOUR
LEADERSHIP I'VE
GONE FROM BEING
UNMOTIVATED TO
BEING INERT.



I THINK I'M ADVANCING
TO THE NEXT PHASE.
HELLO, RIGOR MORTIS!!
TAKE ME, I'M READY!!

IT MIGHT BE TIME
FOR A MORALE-
BOOSTING POTLUCK
LUNCH.



IN THE "DUE DILIGENCE"
PHASE OF OUR MERGER
YOU WILL GIVE US ACCESS
TO ALL OF YOUR
PROPRIETARY
INFORMATION.



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WOULDN'T THAT LET YOU
KNOW HOW TO CRUSH
US COMPETITIVELY?
COULDN'T YOU CANCEL
THE MERGER AND TAKE
OUR CUSTOMERS WITHOUT
PAYING A CENT?



MUST... CONTAIN
MANIACAL...
LAUGH...



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"DUE DILIGENCE" BEFORE
THE MERGER.

YOU MUST REVEAL YOUR
SECRETS SO MY COMPANY
KNOWS WHAT IT'S
BUYING.



ALL OF OUR PROJECTS ARE
DOOMED. MOST OF THE
GOOD EMPLOYEES LEFT.
OUR CUSTOMERS ARE
STARTING A CLASS
ACTION SUIT...



AT LEAST THE BUILDING
IS WORTH SOMETHING

IF YOU FEEL A
TICKLE, THAT'S
ASBESTOS.



WITH ALL THIS TALK OF
"DIVERSITY" THERE'S NO
MENTION OF THE PAIN
WE SMART CREATURES
ENDURE WHILE SURROUNDED
BY DOLTS.



5 Adults E-mail: SCOTTADAMSEAOL.COM

GOOD POINT. I
DON'T KNOW
HOW WE DO IT.



IT LOOKS
LIKE I'LL
HAVE TO
HOLD
SECRET
MEETINGS.

YEAH, OUR
LIVES ARE
A CONSTANT
STRUGGLE.



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DILBERT®

BY

SCOTT ADAMS



DOGBERT'S
DREAM
ANALYSIS

I WAS IN A BIG
FIELD FULL OF TOFU
AND CARBURETORS.

IT MEANS YOU'RE
A GULLIBLE MORON.

THAT'S \$25
PLEASE.

THEN I WAS RUNNING,
RUNNING, RUNNING
AGAINST THE WIND

THAT MEANS
YOU'RE UGLY

THEN THE BUTTERFLY
TURNED INTO AN
OPERA SINGER.

THAT MEANS
YOU'RE BALD.

SUDDENLY I SAW A NEW
ALGORITHM FOR DATA
COMPRESSION.

IT MEANS YOU'RE
BORING.

THEN I TOLD THE CAR
DEALER I WANTED THE
ANTI-RUST SEALANT, THE
EXTENDED WARRANTY AND
THE LEASE OPTION.

WHAT
DO YOU
THINK
IT MEANS?

IT MEANS I'M
GOING TO MAKE
SOME SERIOUS
MONEY TODAY.

IT HAS ALWAYS
BEEN MY GOAL
TO BECOME
SUPREME
RULER OF
EARTH...



BUT LATELY I'VE
BEEN WONDERING
IF YOU DOLTS
ARE WORTHY OF
MY LEADERSHIP.

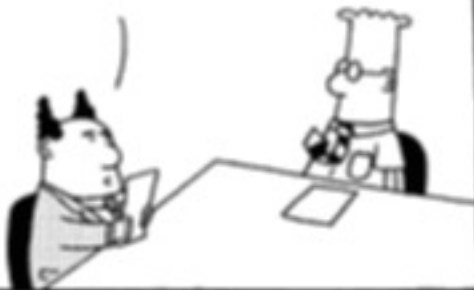


DO YOU THINK
MAYBE YOUR EGO
IS OUT OF CONTROL,
DOGBERT?



I LIKE
IT THAT
WAY.

OUR NEW POLICY FORBIDS
THE USE OF WEAPONS OR
ANY VIOLENCE IN THE
WORKPLACE.



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UMMM... WHAT WAS THE
POLICY BEFORE THIS?



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I'M NOT
SURE...
MAYBE IF
YOU HAD A
PERMIT
AND IT WAS
IN SEASON.

THERE GOES
ANOTHER
COMPANY
BENEFIT.



ALICE, THESE UNSIGHTLY
STACKS OF PAPERS ARE
A VIOLATION OF MY
"CLEAN DESK" POLICY.



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... AND DON'T EVEN
GET ME STARTED ABOUT
THE ERGONOMICS OF
THIS SITUATION.



YESTERDAY I WAS LYING
IN A SUN SPOT THINKING
ABOUT HOW YOU WORK,
WORK, WORK BUT YOUR
NET WORTH REMAINS
CONSTANT.



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HA HA
HA HA HA
HA!!



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WELL... I GUESS
YOU HAD TO
BE THERE.





5-felips6 E-mail: SCOTTADAMSPAGL.COM



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A TWO PERCENT
ANNUAL RAISE?!!
WOWEE!!



HA HA! YOU TRIED TO
DISAPPOINT ME BUT
I COMPENSATED BY
DRASTICALLY LOWERING
MY EXPECTATIONS!



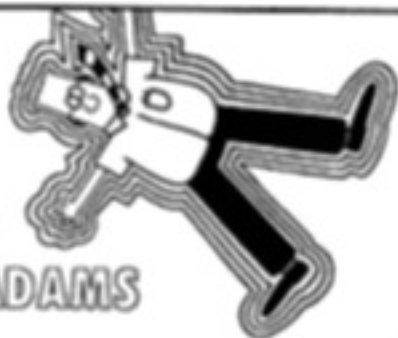
YEAH, IT MIGHT BE A
GOOD SIGN, BUT I'M
THINKING NOT.





DILBERT®

BY
SCOTT ADAMS



BUSINESS LANGUAGE EXPLAINED

"WE HAVE TO BE MORE
COMPETITIVE."

NICE
BARREL.

THIS OLD
THING?

MEANING: SAY GOODBYE TO
SALARY INCREASES.

"WE MUST FOCUS ON OUR
CORE BUSINESS."

HELLO

MEANING: WE CAN'T FIND
OUR BUTTS WITH BOTH HANDS.

"YOU ARE EMPOWERED."

I PROCLAIM THIS
TO BE "GREEN INK
DAY."

MEANING: YOU'RE THE MONARCH
OF UNIMPORTANT DECISIONS.

"WE'RE REENGINEERING YOUR
FUNCTION."



MEANING: ADIOS, TONTO,
AND THE HORSE YOU RODE IN ON.

"TRAINING IS ESSENTIAL."

YOU
WERE A
CANNIBAL?

I'M A PEOPLE
PERSON.

MEANING: WE'RE TRYING TO
HIRE SOME TRAINED PEOPLE.

"WE'RE MARKET DRIVEN."

WHAT'S YOUR
FAVORITE
ODOR?

RESEARCH

MEANING: WE BLAME CUSTOMERS
FOR OUR LACK OF INNOVATION.

"WE VALUE EMPLOYEE INPUT."

THANKS FOR
LISTENING.

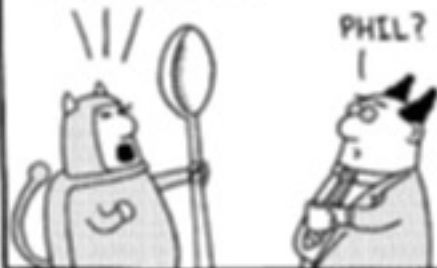
HA
HA HA!

MEANING: WE THINK HUMOR
IS IMPORTANT.

HE SLIPS IN LIKE A
PANTHER TO TAKE
THE LAST CUP OF COFFEE
AND NOT MAKE MORE.



I AM PHIL, THE PRINCE
OF INSUFFICIENT
LIGHT! I DARN YOU
TO HECK !!!



PHIL?

YOU WERE
ALWAYS
MOM'S
GOLDEN
BOY.

SOMEBODY
BROUGHT
POTATO SALAD.
GIVE ME YOUR
SPOON.



MOM WANTED ME TO BE
A MANAGER LIKE YOU.
BUT I CHOSE MY OWN
PATH.



I BECAME PHIL, THE
RULER OF HECK, THE
PUNISHER OF MINOR
SINS!

HOW DO
YOU MAKE
MONEY?



CORPORATE SPONSORSHIP.
"PROCTER AND GAMBLE"
PAYS ME TO STAY AWAY
FROM THEM.

YOU SHOULD SELL
A LINE OF HOME-
EXERCISE SPOONS.



THIS IS PHIL, RULER OF
HECK, WITH A SPECIAL
OFFER FOR MY PATENTED
"EXERSPOON."



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YOU CAN DO OVER SEVEN
MILLION EXERCISES WITH
THE "EXERSPOON!" IT
EVEN TRIMS PROBLEM
AREAS!



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AND THANKS TO THE
INNOVATIVE SPOON SHAPE,
STORAGE IS A BREEZE!



I NEED THIS INFORMATION
TODAY. PLUS A COMPLETE
ANALYSIS OF THE
ALTERNATIVES.



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CRINKLE
CRINKLE
STUFF



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THAT
WASNT
NICE.



IN TODAY'S
LESSON, YOU LEARN
THAT YOU'RE MY
CO-WORKER, NOT
MY BOSS.



WALLY, I NEED YOUR
INPUT ON THIS BY
THE END OF THE DAY.



PLEASE DROP YOUR
REQUEST HERE, IN
"WALLY'S PILE OF
PERPETUAL IGNORANCE."



CAN'T I JUST GIVE
IT TO YOU?

I DON'T LIKE
TO TOUCH THAT
STUFF WITH
MY HANDS.



WHEN DILBERT COMES
BY, TELL HIM TO ADD
"WALK THE TALK"
TO HIS PRESENTA-
TION.



HE WANTS YOU TO
USE A "WALKIE-
TALKIE" TO DO
THE PRESENTA-
TION.



UM...
DID HE
SAY
WHY?



HEY, LOOK AT MY
PAYCHECK! I
JUST REALIZED
I DON'T GET
PAID THE BIG
BUCKS!





DILBERT®

BY
SCOTT ADAMS



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HALT AND SUBMIT TO
THE MIND SCAN OF
"BRAINITOR, THE
GUARDIAN OF
SECURITY."



THE BAG CONTAINS ONE
COMPUTER... "PENTIUM"
PROCESSOR... ONE GIG
HARD DRIVE... HIGHLY
FRAGMENTED...



PLEASE WAIT
WHILE I
OPTIMIZE
YOUR HARD
DISK...



THIS IS
VAGUELY
UNSETTLING.



DO YOU SEE "TIME"
AS A SEQUENCE OF
DISCRETE EVENTS OR
SIMPLY A LINE
OF PERCEPTION
THROUGH INFINITE
POSSIBILITIES?



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I SEE "TIME" AS
MORE OF A MAGAZINE.



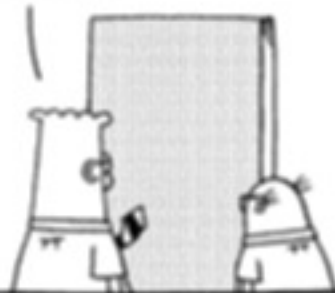
YOU KNOW THESE
MOMENTS WE HAVE
TOGETHER—WE
REALLY MUST HAVE
THEM LESS OFTEN.



ALTHOUGH WE ARE
NOTHING BUT POND
SCUM IN THIS
COMPANY...



IT'S NICE TO KNOW WE
CAN STILL FIND SOMEONE
OF LOWER STATUS TO
TORMENT.



YOU CALL THESE BROCHURES?
HOW CAN I EVEN CONSIDER
BUYING PRODUCTS FROM
A "VEN-DUH"
SUCH AS
YOU?

TELL ME
IF THIS
HURTS.



TORMENTING THE VENDOR

YOU MUST DO OUR
BIDDING, VENDOR.
WE CONTROL YOUR
ECONOMIC FUTURE.



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OF COURSE, OUR BUYING
DECISION WILL BE
BASED SOLELY ON
QUANTIFIABLE
PERFORMANCE MEASURE-
MENTS.



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YOUR COMPETITOR
COMPLETED THE
"VENDOR CHALLENGE
COURSE" IN 37
SECONDS.

AND HE GAVE US
VERY NICE
T-SHIRTS.



DILBERT, I FOUND YOUR FATHER. HE'S BEEN AT THE "ALL YOU CAN EAT" RESTAURANT IN THE MALL SINCE 1989.



HE'S SO LITERAL - HE DIDN'T WANT TO LEAVE UNTIL IT WAS "ALL HE COULD EAT."



WHEN'S HE COMING HOME?

I'M THINKING OF JOINING HIM. HE GOT A BOOTH.



I CAN'T BELIEVE YOUR
FATHER HAS BEEN
LIVING IN THE "ALL YOU
CAN EAT" RESTAURANT
SINCE 1989!



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YOU HAVE THE
ODDEST FAMILY.
WHAT DID HE
LOOK LIKE WHEN
YOU SAW HIM
AFTER ALL THESE
YEARS?



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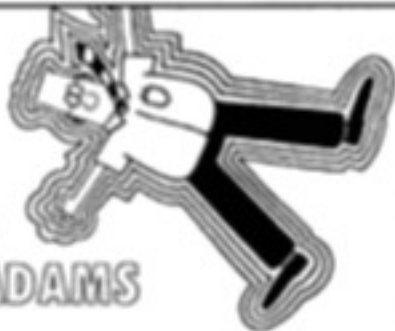
I HAVEN'T SEEN HIM
YET. I'M WAITING
FOR "BURRITO NIGHT."





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BY
SCOTT ADAMS



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THESE ARE SOME OF THE
ADVANCED MATERIALS I'M
DESIGNING AT WORK. THAT
JAR HOLDS A PYROPHORIC
SUBSTANCE.

LET'S
SEE.



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YEP,
THAT'S
A GOOD
BATCH.

A PERSON FROM
A SMARTER
GENDER MIGHT
HAVE SAID
"WHAT DOES
'PYROPHORIC'
MEAN?"



THE DOGBERT CONSULTING
COMPANY WILL HELP US
DESIGN A NEW
COMPANY LOGO.



5. Adam - 3 www.unitedmedia.com



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WHEN
WILL
YOU
START?



I JUST
FINISHED.
I CALL IT THE
BROWN RING
OF QUALITY.



YOUR NEW LOGO MIGHT
LOOK LIKE A SIMPLE
COFFEE STAIN, BUT WHAT
DOES THE IMAGE SAY
ABOUT
YOU?



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WE'RE
SLOPPY
AND
UNIMAGI-
NATIVE?

WE GIVE LOTS
OF MONEY TO
CONSULTANTS
AND GET
LITTLE IN
RETURN?



WOW,
THIS IS
ALMOST
TOO
GOOD.

OOH OOH!
HOW ABOUT
"OUR OPINIONS
DON'T MATTER"?

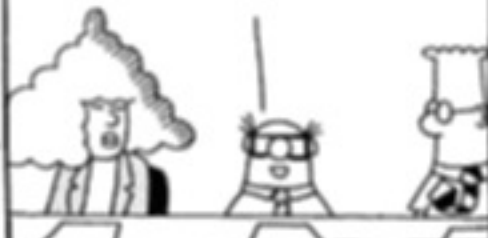


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OUR OBJECTIVES ARE
UNCLEAR AND OUR
MISSION STATEMENT
IS GIBBERISH...



BUT THANKS TO AN
ARTIFICIAL SENSE OF
URGENCY, I'M
WORKING HARDER
THAN EVER!



WHAT'S
THE GOOD
NEWS YOU
SAID YOU
HAVE?

APPARENTLY
I'M INSANE.
BUT I'M ONE
OF THE HAPPY
KINDS!



THIS COMPANY MAKES
PERFECT SENSE, NOW
THAT I'M INSANE.



FOR EXAMPLE, IT MIGHT
SEEM AS THOUGH WE'RE
WOEFULLY UNDERSTAFFED,
BUT I CAN COMPENSATE
BY WORKING SMARTER
NOT HARDER.



HEY, IF I'M CAPABLE OF
WORKING SMARTER, THEN
WHY DO I WORK HERE?

THE HEALING
HAS BEGUN.



DILBERT, I NOTICE
YOU'VE BEEN LOOKING
DEPRESSED LATELY.



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HERE'S A PRESCRIPTION
FOR AN ANTIDEPRESSANT
DRUG. BE SURE TO
EXERCISE REGULARLY
AND DON'T SKIP MEALS.



WHAT MAKES YOU
THINK YOU'RE
QUALIFIED TO
DIAGNOSE MY
MENTAL
HEALTH?!!



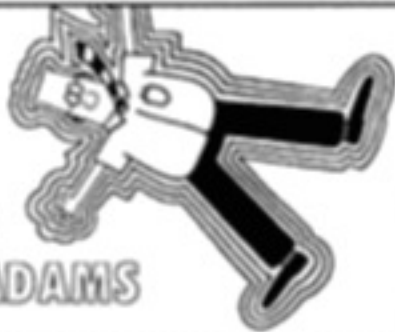
I'D BETTER
DOUBLE IT.





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BY
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DILBERT, I'VE DECIDED
TO DOWNSIZE YOU.

IT'S NOTHING
PERSONAL, JUST
AN ECONOMIC
NECESSITY.

I CALCULATED HOW MUCH
YOUR SALARY WAS
DRAGGING DOWN THE
VALUE OF MY STOCK
OPTIONS.

WITHOUT YOU, I CAN
AFFORD TO GO TO
THE MOVIES ONE
ADDITIONAL TIME
PER YEAR.

AND LET'S FACE IT:
RECREATION IS
IMPORTANT WHEN ONE
HAS A STRESSFUL JOB.

HEY, WHY DON'T YOU
DOWNSIZE GALLY
INSTEAD. YOU'LL SAVE
ENOUGH IN OFFICE
SUPPLIES TO BUY
POPCORN
TOO.

SHEESH!

MMM

HOW'D
IT GO?

YOU KNOW THAT
TEAM-BUILDING
EXERCISE WE DID
LAST WEEK?

IT DIDN'T
TAKE.

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THE STATUS OF MY
ACTION ITEM IS
50% DONE.



SPECIFICALLY, I
FINISHED THE
ITEM PART BUT
NOT THE ACTION.



DO YOU
HAVE AN
ESTIMATE
FOR WHEN
THE ACTION
WILL BE
DONE?



YES, AND
THAT ESTIMATE
IS 100%
COMPLETE!



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S. Adams

BAM!
AAAAEET!!
R-R-ROLL
THUD



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SOME IDIOT STOOD
ON A CHAIR AND
FELL OFF.



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NOW WE ALL HAVE
TO TAKE TWELVE
HOURS OF CHAIR
SAFETY TRAINING.



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CAROL, I ASKED YOU TO
ENROLL ME IN THE
QUALITY COLLEGE, BUT
THE CONFIRMATION SAYS
CLOWN COLLEGE.



IT'S A
PREREQUISITE
COURSE.



THIS IS
GONNA COST
ME ON
SECRETARIES
DAY.

I HOPE IT'S
OKAY TO BE
AN ANGRY
CLOWN.



I WAS GOING TO GET
THE "BUNS OF STEEL"
VIDEO BUT I'M MAKING
EXCELLENT PROGRESS
WITHOUT IT.



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WHEN THEY SAY
STEEL, IT REFERS
TO HARDNESS,
NOT WEIGHT.



I KNEW IT
SEEMED TOO
EASY.

STAY AWAY
FROM LARGE
MAGNETS.



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THE ONLY EMPLOYEE
SUGGESTIONS THAT
GET ACCEPTED
ARE THE ONES THAT
ARE HARMLESS
AND STUPID.



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S. Atzang

I SUBMITTED SOME
HARMLESS AND
STUPID IDEAS TO
TEST MY THEORY.



SUGGESTION: REPLACE ALL
#2 PENCILS WITH #4
PENCILS. THE HARD LEAD
LASTS LONGER YET COSTS
THE SAME.

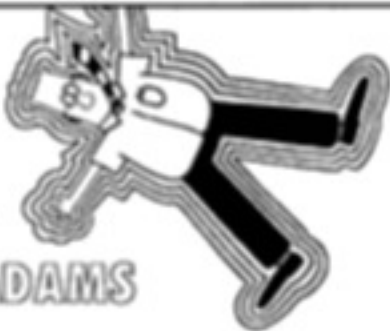


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BY
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I WON'T ALWAYS BE
AROUND TO BE YOUR
MENTOR, ASOK.



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SO I'VE CAPTURED ALL OF
MY CAREER WISDOM
IN THIS SOFTWARE,
WHICH I CALL THE
"AUTOMENTOR."



AUTOMENTOR, HOW
CAN I ACHIEVE JOB
SATISFACTION?



TRY GIVING
YOURSELF A
MASSAGE IN
YOUR CUBICLE.



AUTOMENTOR, HOW
CAN I MAKE SURE
MY ACCOMPLISHMENTS
GET NOTICED?



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THAT'S NOT A
PROBLEM AT THIS
COMPANY; NOBODY
ACCOMPLISHES
ANYTHING.



SHOULD
I LOOK
FOR A
NEW
JOB?



TOO LATE. THEY
DON'T CALL THIS
PLACE THE
"RESUME STAIN"
FOR NOTHING.

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HOW DO
YOU HANDLE
ALL THE
HOPELESSNESS?



I GIVE IT
TO THE
NEW GUY.



HERE'S A DRAFT OF MY
NEW OBJECTIVES. I
TRIED TO MAKE THEM
ACHIEVABLE.



"NO MATTER HOW STUPID
MY CO-WORKERS ARE, I
WILL NOT PUNCH A HOLE
IN ANYONE'S TORSO, RIP
OUT A VITAL ORGAN AND
KEEP IT IN MY CUBICLE
AS A WARNING
TO OTHERS."



I HOPE
SHE GETS
THOSE
OBJECTIVES
APPROVED.



YES! IT'S
MEASURABLE!



I COULD SIT HERE
DOING NOTHING.

OR I COULD IMPLEMENT
A BOLD QUALITY
INITIATIVE WITH
THE HELP OF MY
TALENTED AND
ENERGETIC COWORKERS.

I CRACK
ME UP.

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5/1/2015

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WHAT EXACTLY IS THE
DOGBERT DAY CARE
CONCEPT?

PROGRESSIVE COMPANIES
CAN PROVIDE DAY CARE
WITHOUT SPENDING A
BUNDLE.

WOULDN'T WE SPEND
A FORTUNE ON DUCT
TAPE?

IT'S REUSABLE
UNLESS IT GETS
SLOBBED ON.

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ALICE, I NEED TO GATHER
SOME REQUIREMENTS
BEFORE DESIGNING THE
COMPANY CHILD CARE
FACILITY.



DO YOU MIND IF YOUR
CHILDREN SPEND THE
DAY SEWING GARMENTS
IN A WINDOWLESS
ROOM FULL OF
ILLEGAL
ALIENS?

I MIND.



I'LL PUT
YOU DOWN
AS A
MAYBE.

WOULD I GET
DISCOUNTS ON
THOSE
GARMENTS?



HERE'S MY FINAL PLAN
FOR THE COMPANY'S
DAY CARE FACILITY.

I CALL IT FREE RANGE
DAY CARE. THE
CHILDREN ARE ALLOWED
TO ROAM FREE AMONG
THE CUBICLES. IT'S VERY
ECONOMICAL.

I DON'T
BELIEVE
HE'S
REALLY
AN EVIL
TROLL.

LOOK AT THE
"POWERPOINT"
SLIDES HE'S
MAKING. IT'S
NOT HUMAN.

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THE RESULTS OF THE
EMPLOYEE SATISFACTION
SURVEY ARE IN. SCORES
FOR MY DEPARTMENT ARE
DISMAL.



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I'M ASSIGNING YOU TO
THE SATISFACTION
TASK FORCE UNTIL
THE PROBLEM IS SOLVED.



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PLEASE ... ANYTHING
BUT THAT ...

HOW
SATISFIED
ARE YOU
NOW?





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I CALL MY INVENTION
THE D-CHIP TELEVISION
FILTER.

I FEEL
SAFER
ALREADY.

IT SCREENS OUT
ANY SHOW WITH
VIOLENCE.

THERE GOES THE
NEWS, SPORTS
AND DRAMAS.

IT ALSO GETS RID
OF SHOWS THAT
FEATURE DISHONESTY
OR SEXUAL INNUENDOS.

GOODBYE,
COMEDY AND
COMMERCIALS.

LET'S HOOK
IT UP.

ALL WE'RE GETTING
IS WEATHER
REPORTS.

A HUGE TORNADO
RIPPED THROUGH
A ~~BEET~~ SSSSS
SSSSSSSSSS

IT WORKS!
THE EVIL
CAN'T GET
TO US NOW!
DOGBERT.

UNHOOK THAT
*THING
OR I'LL RIP
OFF YOUR
LEG AND BEAT
YOU TO DEATH
WITH IT.

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RATBERT, MY COMPANY
IS HIRING FOR OUR
QUALITY ASSURANCE
GROUP. YOU'D BE PERFECT.



WHAT WOULD
I HAVE TO DO?

YOU WOULD FIND FLAWS
IN OUR NEW PRODUCT,
THUS MAKING YOURSELF
AN OBJECT OF INTENSE
HATRED AND RIDICULE.



BUT THEN YOU'D FIX
THOSE FLAWS... AND
YOUR RESPECT FOR ME
WOULD GROW INTO
A SPECIAL BOND OF
FRIENDSHIP,
RIGHT?!



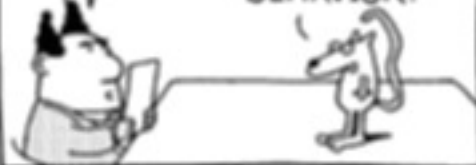
NO, THEN
WE SHIP.

I'D BE PERFECT FOR THE
JOB IN QUALITY
ASSURANCE. HERE'S
MY RESUME.



ARE YOU BOTHERED
BY THE FACT THAT
HALF OF
YOUR WORDS
ARE SPELLED
WRONG?

NOPE! I'M NOT
EVEN BOTHERED
BY YOUR ANAL-
RETENTIVE
BEHAVIOR.



YOU'RE HIRED. YOUR BONUS
WILL EQUAL NEGATIVE
100% OF YOUR BASE
SALARY. OKAY?

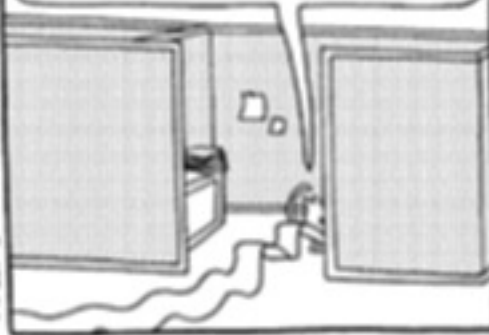
I DON'T SEE ANY
PROBLEM WITH
THAT.



MY QUALITY ASSURANCE
REVIEW OF YOUR BETA
PRODUCT TURNED UP A
FEW BUGS, WALLY.



I'VE CLASSIFIED THE BUGS
BY SEVERITY: 1) LETHAL,
2) BONEHEADED, 3) VEXING.



ALL I SEE ARE LETHAL
AND VEXING. WHERE'S
BONEHEADED?

I'M TRYING TO
RENT A STADIUM
TO HOLD THE
PRINTOUT.



IN THE SHORT TIME YOU'VE
WORKED IN QUALITY
ASSURANCE, YOU'VE FOUND
A HUGE NUMBER OF FLAWS
IN OUR PROTOTYPE.



THAT'S MY
JOB!



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5 Actions

YOU'RE JEOPARDIZING
OUR SCHEDULE. THE
ENTIRE PROJECT WILL
FAIL AND IT'S ALL
YOUR FAULT.



WHY IS IT
MY FAULT?



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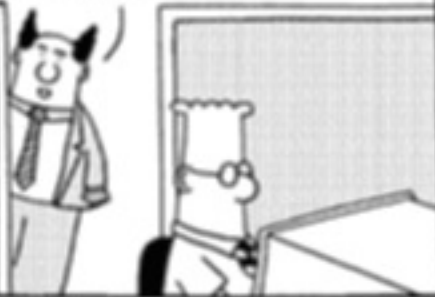
IF A TREE FALLS IN THE
FOREST... AND WE'VE
ALREADY SOLD THE TREE...
DOES IT HAVE QUALITY?



HOW MANY ANGELS
CAN DANCE ON
YOUR HEAD?



LET'S HAVE A LITTLE
PREMEETING TO PREPARE
FOR THE MEETING
TOMORROW.



WHOA! DO YOU THINK
IT'S SAFE TO JUMP
RIGHT INTO THE
PREMEETING WITHOUT
PLANNING IT?



OKAY, LET'S GET THIS
PRELIMINARY
PREMEETING
MEETING
GOING.



I COULDN'T HELP NOTICING
THE BUGS IN THE
PROGRAM ON THIS OLD
DISKETTE YOU THREW
AWAY.



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5/1/94

I FIXED THE BUGS
AND TIGHTENED THE
CODE FROM TWELVE
THOUSAND LINES TO
SIXTEEN.



IT TOOK
ME THREE
MONTHS
TO WRITE
THAT
PROGRAM.



I TOOK THE
LIBERTY OF
UPDATING YOUR
RESUME. I'M
GUESSING YOU'LL
NEED IT SOON.

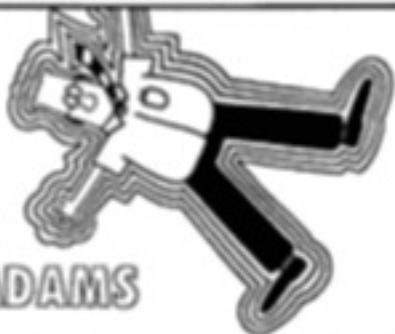


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I'LL BE WRITING
YOUR PERFORMANCE
REVIEW THIS
AFTERNOON.

BUT THIS MORNING
I'M HELPING MY
DAUGHTER SELL
CUD GIRL COOKIES.

FOR YOUR SHOPPING
CONVENIENCE I HAVE
ASSIGNED A NAME
TO EACH VOLUME LEVEL.

ZERO TO FOUR BOXES
IS THE "DOWNSIZER"
VOLUME...

FIVE TO EIGHT
BOXES IS THE
"LOW PERFORMER"
VOLUME LEVEL.

LET'S SAY
SIX HUNDRED
BOXES.

AHH... THE
"FAST TRACKER"
AN EXCELLENT
CHOICE.

WHAT'S YOUR
DAUGHTER'S
NAME?

OOH...
GOTTA GO

I ONLY BOUGHT TWELVE
BOXES. NOW I'M THE
"UNITED WAY"
CHAIRPERSON.

I JUST
SIGNED YOUR
NAME FOR
SIX HUNDRED
MORE.

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THANKS FOR MAKING THAT
PRODUCT MOCK-UP LAST
WEEK. THE CUSTOMER
LIKED IT SO MUCH THAT
HE ORDERED A THOUSAND!



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THAT WAS A MOCK-UP!
WE DON'T MAKE THAT
PRODUCT YET. IT WOULD
TAKE THREE YEARS TO
MAKE ONE.



JUST GIVE
ME A
THOUSAND
MOCK-UPS.
THE FIRST
ONE WAS
TERRIFIC!



THE MOCK-UP
WAS OUR
COMPETITOR'S
PRODUCT WITH
DUCT TAPE OVER
THE LOGO.



I'LL NEED YOUR FULL
MANAGEMENT SUPPORT
IN THIS MEETING WITH
SALES.

JUST WATCH
THE MASTER
AT WORK.



I PROMISED A CUSTOMER
A PRODUCT THAT WE
DON'T MAKE. YOU NEED TO
ENGINEER-UP A THOUSAND
UNITS BY EARLY NEXT
WEEK.

IS THURSDAY
OKAY?



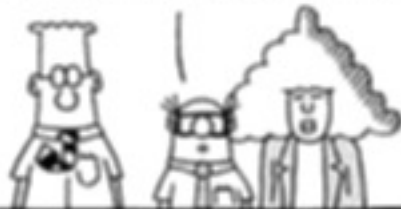
WAIT UNTIL HE FINDS
OUT THAT THURSDAY
ISN'T "EARLY NEXT
WEEK." HEE HEE!



I'M ASSIGNING EACH OF
YOU TO A SEPARATE
"QUALITY" INITIATIVE.



IS THERE ANY RISK THIS
WILL DEVOUR OUR
PRODUCTIVE HOURS,
LOWER OUR MORALE
AND HAVE NO IMPACT
ON OUR PROFITABILITY?



AND WE'LL HAVE
A CONTEST TO
COME UP WITH
A NAME FOR
THE OVERALL
INITIATIVE.

HOW ABOUT
"QUALICIDE"?



HE'S WITH THE
OTHER MANAGERS
IN AN EMPLOYEE
RANKING AND
RATING SESSION.



YOUR SALARY DEPENDS
ON HOW WELL YOUR BOSS
CAN DEFEND YOUR
PROPOSED RAISE TO
THE OTHER MANAGERS.



I'M FAIRLY
SURE THIS
DILBERT GUY
WORKS FOR
YOU.



DOESN'T
RING A
BELL.



CATBERT, THE EVIL DIRECTOR
OF HUMAN RESOURCES

WALLY, IT'S TIME
FOR YOUR MANDATORY
BLOOD TEST.

I
DON'T
TAKE
DRUGS.

I'M TESTING TO
SEE IF YOU'RE
STEALING TIME
FROM THE
COMPANY.

TIME?
HOW CAN
YOU TEST
FOR THAT?

WE TEST YOUR
GENERAL HEALTH.
IF IT'S GOOD,
YOU'RE NOT
WORKING
ENOUGH HOURS.

YOU
THIEF.

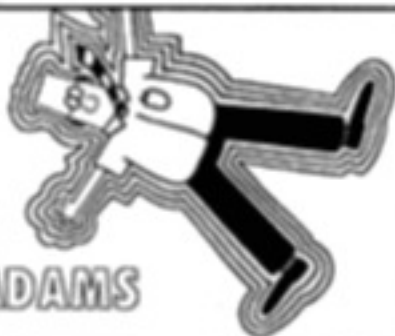
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CATBERT, THE EVIL DIRECTOR
OF HUMAN RESOURCES

ACCORDING TO MY SOURCES,
YOU'VE BEEN ENJOYING
YOUR JOB, WALLY.



IT WAS
TEMPORARY.
I DON'T
KNOW WHAT
GOT INTO
ME ...



PLEASE REFER
TO PAGE ONE
OF THE
EMPLOYEE
MANUAL.



"JOB SATISFACTION
IS THE SAME AS
STEALING FROM THE
COMPANY."

I'LL HAVE TO
CHARGE YOU FOR
ADMISSION UNLESS
I START HEARING
SOME SHRIEKS OF
PAIN.



IN THE YEAR THAT WE'VE
DATED, LIZ, YOU'VE
OFTEN MENTIONED VARIOUS
PROBLEMS IN YOUR LIFE.



I HAVE COMPILED THOSE
PROBLEMS INTO A LIST
OF REQUIREMENTS
AND DEVELOPED A
COMPREHENSIVE SET OF
SOLUTIONS.



HOW
THOUGHTFUL.
I DIDN'T
EVEN KNOW
I WAS
BROKEN.



NO, NO, NOT
BROKEN...
JUST A BIT
BUGGY.



UM... WHEN I'VE SHARED MY FEELINGS WITH YOU, I WASN'T HOPING YOU'D DESIGN AN ACTION PLAN TO SOLVE ALL OF MY PROBLEMS.



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WHY ELSE WOULD YOU TELL ME ALL OF YOUR PROBLEMS... UNLESS IT'S SOME DEMENTED PLOT TO MAKE YOURSELF FEEL BETTER AT MY EXPENSE?



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YOU WERE RIGHT. IT WAS ALL A DEMENTED PLOT.



I'M TRYING TO GRADUALLY LIFT YOUR VEIL OF IGNORANCE.



OUR NEW "RECOGNITION PROGRAM" ASSIGNS THE NAMES OF PRECIOUS GEMS TO YOUR LEVELS OF PERFORMANCE.



THE HIGHEST LEVEL IS DIAMOND. YOU GET A NEW RING AT EACH LEVEL.



ARE YOU SURE TALC IS A PRECIOUS GEM?

I THINK I SAW IT SPARKLE.



AS YOU CAN SEE FROM
MY RING, I'M A MEMBER
OF THE "TALC CLUB"
AT WORK.



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WITH HARD WORK AND
A BIT OF LUCK I WILL
RISE TO THE NEXT
LEVEL: SHALE.



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I CAN
HONESTLY
SAY MY
RESPECT
FOR YOU
HAS NEVER
BEEN HIGHER.

SOMEDAY, GOD
WILLING, I'LL
MAKE IT TO
ALUMINUM.



IT'S TIME FOR ME TO
UPDATE YOUR OBJECTIVES,
ALICE.



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WE NEED TARGETS THAT
CAN ONLY BE ACHIEVED
BY AMAZINGLY HARD
WORK PLUS THE CONSTANT
SUPPORT OF MANAGEMENT.



I'M BUSY, SO
YOU'LL HAVE TO
WRITE THEM
YOURSELF.



WHAT'S
WRONG
WITH
THIS
PICTURE?

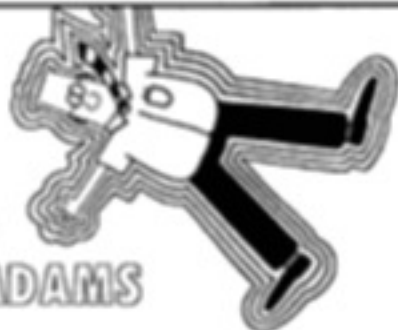




DILBERT®

BY

SCOTT ADAMS



DOGBERT, DO YOU
THINK LOVE IS THE
STRONGEST FORCE IN
THE UNIVERSE?

NO, I'D
HAVE TO
GO WITH
STUPIDITY.

FOLLOWED
CLOSELY BY
ITS COUSIN
IGNORANCE.

MORNING
BREATH IS
NUMBER THREE.
THANKS FOR
REMINING
ME.

THEN YOU'VE GOT
SELFISHNESS, LUST,
FEAR, MONEY AND
LUCK.

BUT LOVE IS IN THE
TOP TEN, RIGHT?

IT'S FOURTEENTH,
RIGHT AFTER
FOOLISH
OPTIMISM.

SOMEONE NEEDS HIS
LITTLE ROUND BACK
SCRATCHED.

DO NOT.

WHERE'S
LOVE
NOW?

IT'S DOWN AND
TO THE LEFT...
**LEFT!! LEFT!!
LEFT!!**

OOOAH!!

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NOW THAT JOB SECURITY
IS A THING OF THE PAST,
I'VE NOTICED THAT MY
COMPANY LOYALTY
HAS VANISHED,
TOO.



S. Adams E-mail: SCOTTADAMS@aol.com

AND WHEN YOU MADE
MY BONUS PRIMARILY
DEPENDENT ON THE
BLUNDERS OF SENIOR
MANAGEMENT, MY
MOTIVATION FLUTTERED
AWAY LIKE
A LONELY
SPARROW.



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SO YOUR POINT IS ?

NO POINT. I
JUST DIDN'T
HAVE ANY
REASON TO BE
WORKING.



I MAY BE AN IGNORANT
RAT, BUT THAT'S OKAY
BECAUSE IGNORANCE
IS... UM... UM...



5. Adairg www.unitedmedia.com

BLISS...
IGNORANCE
IS BLISS.



OH, GREAT.
NOW IT'S
GONE.



OOPS

I ADMIT I WAS SKEPTICAL
WHEN YOU SAID I
WOULD BE EMPOWERED
TO MAKE MY OWN
DECISIONS...



5. Address E-mail: SCOTTADAMS@aol.com

BUT I GIVE YOU CREDIT.
YOU'VE LET ME WORK
INDEPENDENTLY FOR
THREE MONTHS...

WHAT'S
THAT LOOK
ON YOUR
FACE?



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PLEASE TELL ME THAT IT
WAS EMPOWERMENT
I WAS EXPERIENCING.

DID I EVER
MENTION THAT
YOUR PROJECT
WAS CANCELED?



IT LOOKS LIKE WE'LL
RELEASE OUR NEW
PRODUCT ON TIME,
DESPITE ITS MANY
DEFECTS.



WE'VE MINIMIZED THE
ECONOMIC IMPACT OF
THE DEFECTS VIA AN
ADVANCED BUSINESS
PROCESS CALLED "HOPING
NOBODY NOTICES."



AND WE'VE DOUBLED
OUR PROJECTED INCOME
BY MODIFYING OUR
ASSUMPTIONS!



HERE IN THE "DOGBERT
INSTITUTE FOR ADVANCED
THINKING," I HAVE
DEvised A PLAN FOR
ENDING POVERTY.



MY PLAN IS TO WAIT
UNTIL THERE ARE SO
MANY TALK SHOWS ON
TELEVISION THAT ALL
THE PEOPLE WITH
WRETCHED LIVES CAN BE
PAID GUESTS.



WHAT ABOUT THE POOR
PEOPLE WHO DON'T
WANT TO BE ON TALK
SHOWS?



FROM NOW ON, I WILL NOT TRY TO REASON WITH THE IDIOTS I ENCOUNTER. I WILL DISMISS THEM BY WAVING MY PAW AND SAYING "BAH."



5/12/96 E-mail: SCOTTADAMSBAGL.COM

JUST BECAUSE SOMEONE THINKS DIFFERENTLY FROM YOU DOESN'T MEAN HE'S AN IDIOT, DOGBERT.



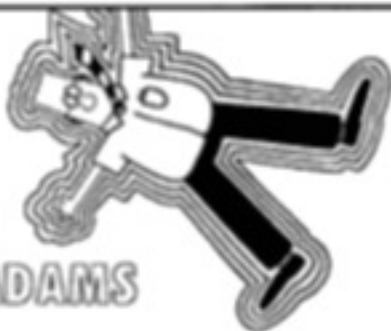
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DILBERT®

BY
SCOTT ADAMS



THE BUDGET TRAP

I NEED A QUICK
ESTIMATE FOR
HOW MUCH YOUR
NEXT PROJECT
WILL COST,
WALLY.

HOW SHOULD I KNOW?
YOU HAVEN'T EVEN
TOLD ME WHAT MY
NEXT PROJECT IS.

THAT'S OKAY. I
ONLY NEED A
ROUGH ESTIMATE
FOR PLANNING
PURPOSES.

I SEE WHERE THIS IS
GOING. YOU'RE GOING
TO TURN MY WILD
GUESS INTO A BUDGET.
LATER I'LL BE BLAMED
WHEN IT'S WRONG.

NO, NO. I WON'T
HOLD YOU TO
THESE NUMBERS.

WELL...OKAY, LET'S
SAY TWO MILLION
DOLLARS.

OOH... CAN'T AFFORD
THAT. I'LL PUT YOU
DOWN FOR TWENTY
THOUSAND DOLLARS.

ONE YEAR LATER...

YOU'RE WAY
OVER BUDGET.
CAN YOU
SHOW ME
THE CAUSE?

IT DEPENDS.
CAN MIRRORS
REFLECT YOUR
IMAGE?

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LARRY, I'M HERE TO
ANNOUNCE MY
CANDIDACY FOR
SUPREME RULER OF
THE UNIVERSE.



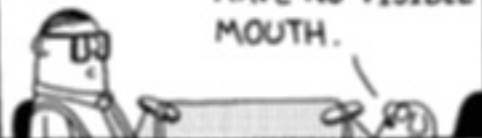
THAT'S FUNNY!
TELL US ABOUT
YOUR NEXT
MOVIE, SHARON.

I'M NOT SHARON
STONE. I SAID
THAT TO GET ON
THE SHOW.



SO... WHEN I
EMBRACED YOU
BEFORE THE
SHOW...

I THINK WE'RE
BOTH GLAD I
HAVE NO VISIBLE
MOUTH.



VOTE FOR ME AND I WILL
REFORM THE TAX CODE
SO THAT ONLY IDIOTS
HAVE TO PAY TAXES!



S. Adams E-mail: SCOTTADAMS@aol.com

YAHOO!!
DOGBERT
DOGBERT
DOGBERT



I HOPE
NOBODY
ASKS ME TO
DEFINE
"IDIOTS."



...SO, UNDER
YOUR PLAN
I WOULDN'T
PAY ANY
TAXES, RIGHT?



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I'M FROM THE ASSOCIATION
FOR PRODUCTS THAT ARE
BAD FOR YOU. HERE'S A
GENEROUS CONTRIBUTION
TO YOUR CAMPAIGN.



THIS IS SO COOL! I'LL
USE YOUR MONEY TO GET
ELECTED, THEN I'LL PUT
YOUR ENTIRE INDUSTRY
IN PRISON TO
COVER MY TRACKS!



THIS PROBABLY
WRECKS MY CHANCES
OF BEING NAMED
BRIBER OF THE
MONTH.



THE VOTES ARE IN. I'VE
BEEN ELECTED TO THE
POSITION OF SUPREME
RULER OF EARTH.



I WON IN A LANDSLIDE,
THANKS TO LOW VOTER
TURNOUT AND THE FACT
THAT I VOTED FOR
MYSELF MANY TIMES.



I HOPE YOU'LL BE A
BENEVOLENT RULER.

I THINK I'LL
MAKE CANING
AN OLYMPIC
EVENT.



MY DOMINION OVER THE
PLANET IS NOT WIDELY
RECOGNIZED BY THE
DOLTS WHO ARE
BREATHING MY
AIR.



SO I'VE DECLARED TOTAL
SOVEREIGNTY OVER A
SMALL, EVER-WIDENING
ZONE SURROUNDING MY
BODY.



HOW BIG IS THE ZONE?

YOU HAVE JUST
ENTERED DOGBERT-
LAND. PLEASE SHOW
YOUR PASSPORT AND
LEAVE THE OXYGEN
ALONE!



IF WE ARE TO SUCCEED,
YOU MUST BECOME
CHANGE MASTERS IN
AN EVER-CHANGING,
CHANGE-ADAPTIVE
ENVIRONMENT.



LET ME GET THIS STRAIGHT...
EVERY CHANGE SEEMS TO
INCREASE OUR WORKLOAD
WHILE DECREASING OUR
JOB SECURITY AND REAL
EARNINGS AFTER
INFLATION...



AND THE PROBLEM
IS OUR LACK OF
FLEXIBILITY?

NOT ENTIRELY.
THERE'S ALSO
YOUR BAD
MORALE.





DILBERT®

BY
SCOTT ADAMS



CAROL, FROM NOW ON
I'D LIKE YOU TO TYPE
UP ALL OF MY INCOMING
VOICE MAIL SO I CAN
JUST READ IT.

AND PRINT OUT ALL OF
MY E-MAIL EVERY DAY
SO I DON'T HAVE TO
LOG ONTO THE NETWORK.

AND GET ME
A SANDWICH
FROM THE
CAFETERIA.

OOH, NO
CASH. I'LL
PAY YOU
BACK.

DO YOU WANT ME
TO PRECHEW THE
SANDWICH OR CAN
YOU HANDLE THAT
ON YOUR OWN?

LISTEN UP, YOU
OVERPAID
ENGINEERS...

BY ORDER OF OUR
RECLUSIVE BOSS,
THE NEW DRESS CODE
FOR ENGINEERS IS
DUMBBEE
COSTUMES.

IF YOU DON'T BELIEVE ME,
SEND HIM VOICE MAIL
AND ASK FOR YOURSELF.

OH, AND HE WANTS
YOU TO BUY HIM
A SANDWICH

STILL NO MESSAGES THIS
WEEK? IS EVERYBODY
OUT SICK?

I HEARD
THEY HAVE
HIVES.

TOM, YOU DELICIOUS
HUNK OF BURNING
LOVE: IF YOU WERE
IN MY CUBICLE NOW
I'D ...



5/1/98 E-mail: SCOTTADAMS@aol.com

IT LOOKS AS IF I'M
WORKING. NOBODY
CAN TELL THAT I'M
SENDING STEAMY
E-MAIL TO MY NEW
BOYFRIEND.



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TINA, TWO THINGS:
WATCH OUT FOR THE
"SEND TO ALL" ADDRESS,
AND THANK YOU VERY
MUCH.



I ACCIDENTALLY SENT
MY TORRID LOVE LETTER
TO EVERY PERSON ON
OUR E-MAIL SYSTEM.



S. Adams www.unitedmedia.com

SHOULD I HIDE FOREVER
OR CAN I COUNT ON
THE PROFESSIONALISM
OF MY CO-WORKERS?



WE'LL COMPLETE OUR
"CAREER DAY" TOUR WITH
AN EXHIBIT THAT I
CALL "TINA, THE RED-
FACED MONKEY OF LOVE."



IT'S
HIDING.



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CATBERT: EVIL HR DIRECTOR

IT HAS COME TO MY
ATTENTION THAT YOU
USED COMPANY RESOURCES
TO SEND E-MAIL TO
YOUR BOYFRIEND



S. Adams E-mail: SCOTTADAMS@aol.com

I'M WILLING TO OVER-
LOOK THIS UGLY
INCIDENT IN EXCHANGE
FOR FIVE MINUTES
OF QUALITY PETTING
ON MY SOFT, FURRY
BELLY.



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THIS SEEMS
SO WRONG.

TRY
USING
BOTH
HANDS.



IT'S TIME
TO DO PEER-
PERFORMANCE
REVIEWS!



REMEMBER, THERE'S A
LIMITED BUDGET FOR
RAISES. YOUR BEST
STRATEGY IS TO SLANDER
YOUR CO-WORKERS SO
THERE'S MORE MONEY
FOR YOU!



I PLAN TO SAY VERY
NICE THINGS ABOUT
YOU.

NICE TRY,
WEASEL-BOY.

MANAGING
IS EASY
WHEN YOU
HATE THE
EMPLOYEES.



WALLY, THESE PEER REVIEWS
ARE LIKE THE FAMOUS
"PRISONER'S DILEMMA."



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5/Adm-5

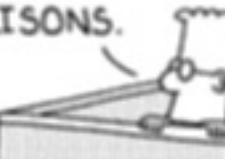
IF YOU RAT ON ME BUT
I SAY GOOD THINGS
ABOUT YOU, YOU GET THE
BIGGEST RAISE. BUT IF
WE PRAISE EACH OTHER
WE CAN BOTH GET A
SMALL RAISE.



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WALLY, IF YOU RAT HIM
OUT, I'LL LET YOU LOOK AT
MY "VICTORIA'S SECRET"
CATALOG.

THIS IS EXACTLY
WHY THERE ARE
NO COED
PRISONS.



YOU EMPLOYEES ARE THE
KEY TO OUR ECONOMIC
SUCCESS.



ANYTIME WE NEED A
LITTLE STOCK-PRICE
BOOST, WE JUST FIRE
ANOTHER BATCH OF
YOU. IT'S LIKE
PRINTING MONEY!



IN FACT, "INCOMPETENCE"
HAS BECOME OUR MOST
PROFITABLE PRODUCT.



E-mail: SCOTTADAMS@aol.com

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DILBERT®

BY
SCOTT ADAMS



THIS VOICE-MAIL MESSAGE
IS FOR THE WHOLE
DEPARTMENT.

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EVERY MORNING FROM
NOW ON YOU'LL GET
MY "QUALITY THOUGHT
OF THE DAY."

TODAY'S THOUGHT
IS... UM...

LET'S SEE... ACCORDING
TO WEBSTER'S
DICTIONARY...

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AARDVARK IS A
BURROWING AFRICAN
MAMMAL THAT EATS
ANTS.

WHAT IF WE
WERE MORE
LIKE THAT?

I MEAN LIKE
THE AARDVARK,
NOT THE ANTS...

THAT'S WEIRD. EVERY
TIME I LEAVE MY QUALITY
THOUGHT OF THE DAY,
THE SHARED PRINTER
STARTS SPEWING
RÉSUMÉS.

WWW.DILBERTMAGAZINE.COM

CATBERT: EVIL HR DIRECTOR

HEY, WALLY... BIG
LAYOFFS COMING.

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5-Adams

I'VE SEEN THE LIST.
I KNOW MORE ABOUT
YOUR FUTURE THAN
YOU DO. BUT IT'S A
SECRET.

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SADLY, CATS DON'T
KEEP SECRETS VERY
WELL.

NICE
CHAIR.

WE DON'T DO "LAYOFFS"
AT THIS COMPANY. BUT
YOU HAVE BEEN SELECTED
TO PARTICIPATE IN OUR
MOBILITY POOL!

5-Adams E-mail: SCOTTADAMS@aol.com

AS THE NAME IMPLIES,
YOU GET TO SCURRY
AROUND TRYING TO
FIND A NONEXISTENT
INTERNAL JOB BEFORE
THE AX FALLS.

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HOW'S
THIS
DIFFERENT
FROM A
LAYOFF?

WITH LAYOFFS
YOU GET TO
KEEP YOUR
DIGNITY.

I HEAR YOU'RE ON
THE LAYOFF LIST, WALLY.
HAS ANYONE CLAIMED
YOUR CHAIR, YET?



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S. Adams

I CLAIMED
IT A FEW
MINUTES
AGO.



LIAR!



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I GUESS IT'S TRUE
WHAT THEY SAY
ABOUT LAYOFFS
BEING HARD ON
THE SURVIVORS.



DOGBERT: CAREER COUNSELOR

I WAS FIRED ONCE, BUT
I CAME BACK AS A
CONTRACT EMPLOYEE.
LATER I WAS REHIRED
AT A HIGHER
SALARY.



S. Adams E-mail: SCOTTADAMS@aol.com

NOW I'M BEING DOWN-
SIZED AGAIN. DO YOU
THINK THEY'LL BE DUMB
ENOUGH TO HIRE ME
A THIRD TIME?



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YOUR STORY REMINDS
ME OF THE PARABLE OF
THE ANT AND THE SPIDER.

REALLY?
HOW?

THEY'RE
BOTH
BORING.



DOGBERT: CAREER COUNSELOR

THE COMPANY WON'T
LAY YOU OFF IF
ENOUGH PEOPLE
QUIT FIRST.



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S. Adams

YOUR BEST STRATEGY
IS TO CONVINCE
YOUR CO-WORKERS
THAT THEIR JOBS
ARE INTOLERABLE.



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WE DO THIS FOR ALL THE
YOUNG EMPLOYEES, ASOK.
I'LL CAPTURE ON VIDEO
THE EXACT MOMENT
THAT YOUR LIFE FORCE
LEAVES YOUR
BODY.



GOOD NEWS, WALLY. MOST OF OUR SMART EMPLOYEES QUIT TO GET MUCH BETTER JOBS ELSEWHERE. NOW WE DON'T HAVE TO DO ANY DOWNSIZING.



5. Adams E-mail: SCOTTADAMS@aol.com

YOUR JOB IS SAFE. WE NEED YOU TO DO THE WORK OF ALL THE PEOPLE WHO LEFT.



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IS IT JUST ME... OR IS THE QUALITY OF "GOOD NEWS" REALLY GOING DOWNHILL LATELY?



I'D HAVE TO SAY YOU'RE BOTH GOING DOWNHILL.

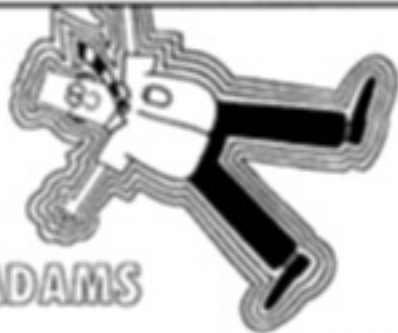




DILBERT®

BY

SCOTT ADAMS



PEOPLE ARE GETTING STUPIDER EVERY DAY, RELATIVELY SPEAKING.



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THE COMPLEXITY OF THE WORLD IS INCREASING GEOMETRICALLY.



BUT YOUR ABILITY TO LEARN IS AT THE SAME SLOW TRICKLE IT HAS ALWAYS BEEN.



INFORMATION IS GUSHING TOWARD YOUR BRAIN LIKE A FIREHOSE AIMED AT A TEACUP.



YOU'RE AT A CROSSROADS IN HISTORY. EVEN THE SMARTEST AMONG YOU HAS BECOME "FUNCTIONALLY STUPID."



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YOUR ONLY HOPE IS TO CHOOSE A LEADER WHOSE VISION CAN PENETRATE THE THICK FOG OF HUMAN INCOMPETENCE.



DOGBERT FOR SUPREME RULER OF EARTH!!



WWW.UNITECHART.COM

DO YOU WANT MY OPINION?



WHAT ARE THE ODDS OF THAT?



I'VE HIT THE GLASS
CEILING. I'LL NEVER
BE PROMOTED AGAIN.



THAT'S BECAUSE YOU'RE
NOT WILLING TO "PLAY
THE GAME." YOU HAVE
TO LOOK AND ACT LIKE
THE PERSON WHO CAN
PROMOTE YOU.



OOO-
LA LA!

THIS HAD
BETTER
WORK.



MY IDEA IS THAT EVERYONE SHOULD BE REQUIRED TO USE SMALL FONTS. THAT WAY WE'LL SAVE DISK SPACE.



AND I'VE NOTICED THAT MANY PEOPLE USE ENTIRE COLONS IN SITUATIONS WHERE A SEMICOLON WOULD DO JUST FINE.



YOU'RE RIGHT. THAT WAS FUN.

THE REAL FUN IS WHEN HE DESCRIBES HIS NEW IDEAS AT THE NEXT STAFF MEETING.



I INVENTED A NEW
DATA ENCRYPTION
PROGRAM CALLED P.H.B.
WHICH STANDS FOR
POINTY-HAIRED BOSS.

IT CONVERTS E-MAIL
INTO MANAGER BABBLE.
NOBODY CAN INTERCEPT
AND DECODE MY PRIVATE
MESSAGES WITHOUT THE
KEY.

WHO WOULD
WANT TO
READ YOUR
MESSAGES?

SOMEBODY MIGHT WANT
TO READ MY MESSAGES.
IT COULD
HAPPEN!

AND MAYBE
YOU SHOULD
CARRY PEPPER
SPRAY IN CASE
SUPERMODELS
TRY TO KISS
YOU.

I AM ONLY A LOWLY
INTERN, BUT I SEE
AN OBVIOUS SOLUTION
TO YOUR PROBLEM.



Saturday E-mail: SCOTTADAMSPAOL.COM

JUST CLICK HERE...
CLEAR YOUR BUFFERS
AND INITIALIZE
THE LINK... NOW USE
THIS CODE PATCH FOR
THE MEMORY LEAK.



THIS IS FUNNY IF
YOU CONSIDER THAT
YOUR SALARY IS
TWICE AS MUCH
AS MINE.



I'M LAUGHING
ON THE INSIDE.



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ASOK THE INTERN

I CAME IN OVER THE WEEKEND AND LOOKED AT THE DESIGN YOU'VE BEEN WORKING WITH ALL YEAR.



IT TURNS OUT THAT YOU COULD HAVE BUILT THE UNIT AT HALF THE COST WITH JUST ONE MINOR CHANGE.



IS IT TRUE I CAN WIN AWARDS FOR THIS SORT OF THING?

FETCH THE INTERNAPULT.



I'M GOING TO USE BAD
GRAMMAR MORE OFTEN.



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Sullivan's E-mail: SCOTTADAMS@aol.com

MY LEADERSHIP WILL
CHANGE THE LANGUAGE
THROUGH THE PRINCIPLE
OF COMMON USAGE.



AND I WON'T STOP UNTIL
THE ENTIRE LANGUAGE IS
REDUCED TO GRUNTING
AND POINTING! **BUWAHA-
HA HA!!**

I REALLY GOT
RIPPED OFF BY THAT
DOG OBEDIENCE
SCHOOL





DILBERT®

BY
SCOTT ADAMS



OUR SENIOR VICE
PRESIDENT WILL
BE DROPPING IN
TODAY.



REMEMBER TO
INCREASE YOUR
LIES ACCORDINGLY.



AND DECREASE
THE DETAILS
YOU PROVIDE..



IF I THINK YOU'RE
BEING TOO
INFORMATIVE, I'LL
SIGNAL BY
FIDGETING.



JUST SAY EVERYTHING
IS FINE, BUT WE
NEED MORE FUNDING.

HERE
HE
COMES.



SORRY I'M LATE.
HOW IS EVERYONE?



I'M
NOT
SAYING.

I'M FINE,
BUT I
NEED
MORE
FUNDING.

I HAVE A
WIDE
VARIETY
OF SUPER
POWERS.



I FEEL A SUDDEN,
URGENT NEED TO
UNLOAD MY
STOCK OPTIONS.

FIDGET
FIDGET.



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CATBERT THE HR DIRECTOR

MORALE IS LOW BECAUSE
THE EMPLOYEES ARE
UNDERPAID.



S. Adams E-mail: SCOTTADAMS@aol.com

YOU CAN COMPENSATE
BY HAVING MORE
FREQUENT PERFORMANCE
REVIEWS. THEY LOVE
FEEDBACK.



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THE HARDEST
PART IS
KEEPING A
STRAIGHT
FACE.

TELL ME
AGAIN WHY
I'D WANT
MORALE
TO BE
HIGH?



GOOD NEWS, ALICE.
I'M GOING TO HAVE
QUARTERLY PERFORMANCE
REVIEWS TO BOOST
MORALE.



S. Adams www.unitedmedia.com

WOW! IN ADDITION
TO WORKING SIXTEEN
HOURS A DAY IN THIS
BIG BOX, NOW I'LL GET
300% MORE CRITICISM!



I'LL HAVE
A CHANCE
TO HEAR
EMPLOYEE
CONCERNS
FOUR TIMES
A YEAR.

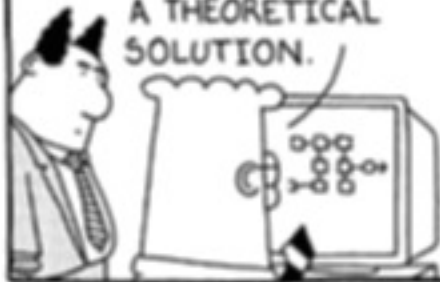


I ASSUME
COMPRE-
HENSION WILL
REMAIN ON
THE BICEN-
TENNIAL PLAN.



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AT FIRST I THOUGHT
YOU COMMITTED ME
TO AN IMPOSSIBLE
DEADLINE. BUT I HAVE
A THEORETICAL
SOLUTION.



IT INVOLVES FLYING
AROUND THE EARTH SO
FAST THAT I TRAVEL
BACK TO THE PAST.



AND THEN
YOU'LL
HAVE
ENOUGH
TIME?



NO, THEN I'LL
GIVE YOUR
PARENTS THIS
PAMPHLET ON
CONTRACEPTION.



... SO THE SALES-
PERSON MADE AN
IDIOTIC PROMISE TO
OUR CUSTOMER. NOW
IT'S MY JOB TO
FIX IT.

THE BRAIN IS
AN AMAZING
THING.

ARE YOU SAYING THAT
IF I USE THE UNTAPPED
POWER OF MY BRAIN,
THERE'S A SOLUTION?

NO, I'M SAYING
MY AMAZING
BRAIN FILTERED
OUT YOUR BORING
STORY SO I COULD
ENJOY MY WALK.

I'VE BECOME ONE OF
THOSE PEOPLE WHO
MISINTERPRETS EVERY-
THING YOU SAY.

WHY?

WHY? ARE YOU SAYING
THAT NOTHING SHOULD
EVER CHANGE? MAYBE
YOU SHOULDN'T BE SO
RIGID.

THIS COULD
BE VERY
ANNOYING.

MAYBE YOU
SHOULD SEE
A THERAPIST
FOR YOUR
EMOTIONAL
PROBLEM.

I HEAR YOU'RE
BECOMING AN
ANNOYING PERSON
WHO MISINTERPRETS
EVERYTHING.

YES, I'M
MORE
ASSERTIVE.

I SAID ANNOYING,
NOT ASSERTIVE.

APOLOGY
ACCEPTED.

WHATEVER
YOU DO, DON'T
CLIMB IN
THIS CLOTHES
DRYER.

YEAH, IT
DOES LOOK
COZY IN
THERE.

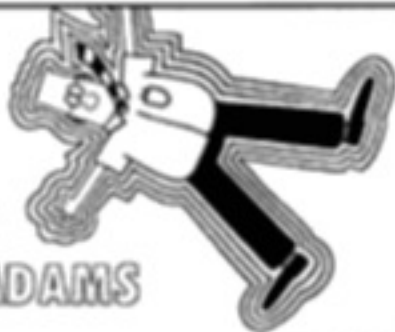
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BY
SCOTT ADAMS



IN THIS TWO DAY WORKSHOP, YOU WILL LEARN TO EMBRACE OUR COMPANY'S MISSION AND VISION.



AT FIRST GLANCE IT WILL APPEAR TO BE A BUNCH OF USELESS JARGON CREATED BY FUNCTIONALLY ILLITERATE EXECUTIVES.



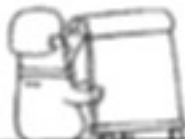
BUT AFTER WE DO SOME MIND-NUMBING GROUP EXERCISES...



... YOU'LL FORGET THAT YOU'RE UNDERPAID AND YOU HAVE NO JOB SECURITY.



WE'LL BEGIN BY WRITING DOWN ALL THE THINGS THAT "ETHICAL BEHAVIOR" MEANS TO YOU.



I'VE GOT A BETTER IDEA: IF YOU LET US LEAVE NOW, WE'LL GIVE YOU HIGH MARKS ON THE CLASS EVALUATION.



GOOD JOB. YOU TOUCHED ME.

YOU WISH.



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WHY DO YOU WANT A
JOB AS OUR NETWORK
ADMINISTRATOR,
MISTER DOGBERT?



S. Adams E-mail: SCOTTADAMS@aol.com

I DON'T LIKE PEOPLE..
THIS IS A GOOD
OPPORTUNITY TO ANNOY
IDIOTS SUCH AS
YOURSELF FOR MY OWN
ENTERTAINMENT.



WOW. YOU'RE
PERFECT.
CAN YOU
START
TOMORROW?



SURE, AS
FAR AS
YOU KNOW.
I'LL GIVE
YOU MY
PAGER
NUMBER.



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I GOT HIRED AS
THE NETWORK
ADMINISTRATOR
FOR YOUR
COMPANY.



HERE'S MY CARD. YOU
CAN ONLY REACH ME
BY E-MAIL OR BY
PAGER.



WHEN THE
NETWORK
BREAKS, NO
E-MAIL. I'LL
JUST SIT
AROUND AND
WAG MY
TAIL.



YOUR PAGER
NUMBER HAS
A TILDE...
HOW DO
I DIAL
A TILDE?



NETWORK ADMINISTRATOR

I HAVE TOTAL ACCESS
TO EVERY EMPLOYEE'S
E-MAIL MESSAGES.



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WITH A FEW
STRATEGIC EDITS
I WILL TRANSFORM
THE OFFICE INTO
"MELROSE PLACE."



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YES, ALICE...
I WILL BE
YOUR "MONKEY
OF LOVE."



NETWORK ADMINISTRATOR

I HAVE FORGOTTEN
MY PASSWORD. I
HUMBLY BEG FOR
ASSISTANCE.

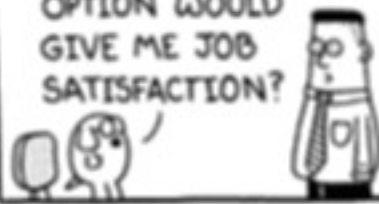


I HAVE NO TIME FOR
BORING ADMINISTRATIVE
TASKS, YOU FOOL! I'M
BUSY UPGRADING THE
NETWORK!



YOU COULD HAVE GIVEN
ME A NEW PASSWORD
IN THE TIME IT TOOK
TO BELITTLE ME.

YES, BUT WHICH
OPTION WOULD
GIVE ME JOB
SATISFACTION?



AS NETWORK ADMIN-
ISTRATOR I CAN TAKE
DOWN THE NETWORK
WITH ONE KEYSTROKE.



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AAGH!!!

AEEE!!

EEK!!

MY WORK!!

WAAA!!!



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IT'S JUST LIKE BEING
A DOCTOR BUT WITHOUT
GETTING GOOKY STUFF
ON MY PAWS.



THE NETWORK ADMINISTRATOR

CAN YOU PROGRAM THE
ROUTERS TO BLOCK
EMPLOYEES FROM ALL
FUN WEB SITES?



WHY STOP THERE? I CAN
PROGRAM THE ROUTERS
TO BLOCK ALL USELESS
ACTIVITIES.

HOW LONG
WILL THAT
TAKE?



DONE.

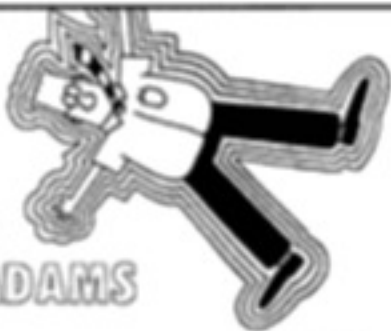
I'VE SEEN
YOUR BUSINESS
PLAN.





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BY
SCOTT ADAMS



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I'VE HIRED THE "DOGBERT
TOUCHY-FEELY INSTITUTE"
TO TEACH US ABOUT
TEAMWORK.



WE'LL START WITH AN
EXERCISE ABOUT TRUST.
I WANT EACH OF YOU TO
SIGN BLANK CHECKS
AND GIVE THEM TO ME.



WHAT WILL
THIS TEACH
US ABOUT
TRUST?



IT WILL TEACH
YOU THAT TRUST
IS AN EXCELLENT
QUALITY FOR
OTHER PEOPLE
TO HAVE.

TEAMBUILDING EXERCISE

THIS EXERCISE WILL BUILD TRUST. THE PARTNER IN FRONT WILL FALL. THE PARTNER BEHIND WILL BREAK THE FALL.



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OKAY, MAYBE TRUST ISN'T YOUR BIGGEST PROBLEM HERE.



TEAMBUILDING EXERCISE

THIS NEXT EXERCISE
WILL CHALLENGE YOUR
ABILITY TO SOLVE
PROBLEMS AS A
TEAM.



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BUILD A WORKING
SUNDIAL USING
ONLY A PENCIL
AND A DONUT.



FOUR HOURS LATER...

ONE MORE BITE
ISN'T GOING TO
MAKE ANY
DIFFERENCE.



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TEAMBUILDING EXERCISE

IT'S HOPELESS! YOU'RE LOSERS! WE'LL NEVER MAKE A SUNDIAL OUT OF A PENCIL AND AN EATEN DONUT!



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HEE HEE! ALL YOU HAD TO DO WAS STICK THE PENCIL IN THE DONUT.



WE JUST BROKE ALL KINDS OF UNION RULES.

BUT HEY! LOOK AT THE SHADOW FROM THE PENCIL!



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THE COMPANY ANNOUNCED
THAT WE WILL "ABANDON
OUR STRATEGY OF
MAKING GOOD
PRODUCTS..."



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FROM NOW ON WE'LL
"PURSUE A DESPERATE
STRATEGY OF MERGERS,
BUSINESS SPIN-OFFS,
FRUITLESS PARTNERSHIPS
AND RANDOM REORGANI-
ZATIONS."



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"AND WE'LL ACCELERATE
OUR PROGRAM OF
PAYING THE GOOD
EMPLOYEES TO
LEAVE."



STOCK
PRICE?

UP THREE
POINTS.



IN TODAY'S NEWS, OUR
COMPANY HAS DECIDED
TO BUY ANOTHER DYING
COMPANY IN A BUSINESS
WE DON'T FULLY
UNDERSTAND.



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OUR STOCK ROSE
FIVE POINTS ON
THE ANNOUNCEMENT.



WHY DOES
OUR STOCK
GO UP
EVERY TIME
WE DO
SOMETHING
BONEHEADED?

I LIKE TO
THINK OF IT
AS OUR
COMPETITIVE
ADVANTAGE.



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DILBERT®

BY

SCOTT ADAMS



MR. CATBERT, OUR EVIL
DIRECTOR OF HUMAN
RESOURCES, WILL
DESCRIBE OUR NEW
CUBICLE PLAN.



LAST YEAR WE REDUCED
THE SIZE OF CUBICLES
IN THE DENSIFICATION
PROJECT.



WE DIDN'T SAVE
MUCH MONEY, BUT
WE DID LOWER
MORALE.



THIS YEAR
WE'LL BUILD
ON THAT
SUCCESS...



WITH THE PATENTED
"HEAD CUBICLE."



HOLD STILL,
WALLY.



AND THE HEAD
CUBICLE CAN BE
RECYCLED AFTER
YOU'RE DOWNSIZED!



WE REALLY
NEED TO
DRAW THE
LINE AT
SOME POINT.

WHILE WE
STILL HAVE
OUR DIGNITY.



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ON WEEKENDS I'LL FEEL
MY PAGER VIBRATE...
BUT WHEN I GO TO
CHECK IT, I REALIZE
I'M NOT WEARING IT.



IT'S A CLASSIC CASE
OF PHANTOM-PAGER
SYNDROME. IT'S
COMMON AMONG
TECHNOLOGY WORKERS.



THERE'S
NO TREAT-
MENT FOR
IT.

I DON'T WANT
TO TREAT IT.
I WANT TO
RELOCATE IT.



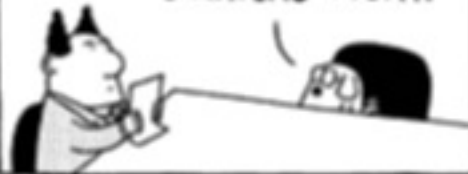
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WHEN THE YEAR 2000
COMES, YOUR COMPUTERS
WILL THINK IT'S THE
YEAR "00" AND CAUSE
MAJOR PROBLEMS.



THE DOGBERT CONSULTING
COMPANY CAN FIX THE
PROBLEM FOR ONLY
TEN MILLION DOLLARS.
OUR WORK IS GUARANTEED
FOR ONE FULL YEAR,
STARTING TODAY.



BUT WHY WOULD I CARE?
THE YEAR "00" IS BEFORE
I'M BORN.



RATBERT, YOUR JOB IS TO REVIEW EIGHTY MILLION LINES OF COMPUTER CODE IN THE COMPANY'S SYSTEMS.



5/1/98 E-mail: SCOTTADAMS@aol.com

YOU'RE LOOKING FOR ANY REFERENCE TO THE CURRENT YEAR. THOSE PIECES OF CODE WILL BE A PROBLEM WHEN THE YEAR IS 2000.



SIX MONTHS LATER

I'M HAPPY TO REPORT THAT THE DATE DID NOT SHOW UP ONCE. IN FACT, IT WAS ALL JUST ZEROS AND ONES!



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HERE'S MY INVOICE FOR
FIXING YOUR "YEAR
2000" COMPUTER
PROBLEMS.



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... SO HIS
HEAD SPUN,
BUT IT DIDN'T
EXPLODE?



YEAH. I
GUESS I LEFT
SOME MONEY
ON THE TABLE.

TINA THE TECHNICAL WRITER

TO INSERT A
COLUMN, CLICK
THE COLUMN
INSERT MENU.



BUT LET'S BE HONEST,
USERBOY, IF YOU NEED
TO BE TOLD THAT,
YOU'RE TOO STUPID
TO USE THIS PRODUCT.



HAVE YOU
REVIEWED
THE DRAFT
YET?



I'M UP TO
THE CHAPTER
TITLED
"DUH."



I'VE GOT AN IDEA.
LET'S ADD A BATTERY
BACKUP TO OUR PRODUCT.



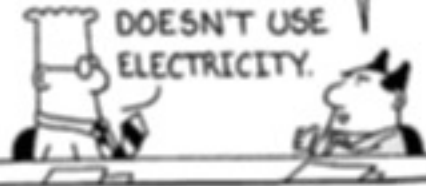
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ONE ...
TWO...
THREE...



I'VE GOT AN IDEA. WHY
DON'T WE ADD A
BATTERY BACKUP TO
OUR PRODUCT?

BECAUSE
OUR PRODUCT
DOESN'T USE
ELECTRICITY.

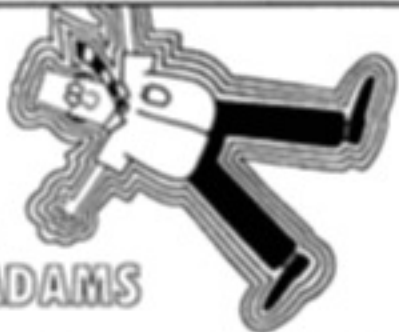


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BY
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IT'S TIME TO USE MY
SPEAKERPHONE TO
DO VOICE MAIL.

I CAN'T REMEMBER IF
I USE THE SPEAKER-
PHONE BECAUSE I'M
INCONSIDERATE OR
BECAUSE I'M TOO STUPID
TO KNOW HOW ANNOY-
ING IT IS.

I'LL LEAVE THAT
QUESTION TO THE
PHILOSOPHERS.

HI. THANKS
FOR THE
INFORMATION.
TALK TO YOU
LATER!!!

DID I TELL YOU ABOUT
MY CYST?

DOGBERT,
SEND DOB
THE DINOSAUR
QUICKLY!

EMAIL
SENT

I'M HERE TO
DELIVER A
WEDGEIE..

USE THE
SERVICE
ELEVATOR.

YANK!

AAAAEE!!

WHAT'S THE BEST PART--
THE LOOK ON THEIR
FACES OR
THE WAY
THEY YELL?

I'LL LEAVE
THAT QUESTION
TO THE
PHILOSOPHERS.

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I DON'T KNOW HOW TO
FIX ANY OF THE PROBLEMS
IN THIS COMPANY. MAYBE
I'LL JUST SIT HERE
QUIETLY.



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NO, THAT WOULDN'T
LOOK MANAGERLY...
I'LL HAVE TO DO SOME-
THING IDIOTIC AND
HOPE IT LOOKS LIKE
LEADERSHIP.



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WE'RE GOING TO HAVE
AN "IRON MAN" TEAM-
BUILDING COMPETITION.

WHAT A BUNCH
OF LEADERSHIP...



MY BOSS IS MAKING THE
ENGINEERS COMPETE IN
AN "IRON MAN" EVENT.
IT'S SUPPOSED
TO IMPROVE
TEAMWORK.



I'M GLAD I TAKE THE
STAIRS SOMETIMES
INSTEAD OF USING THE
ELEVATOR. I'M IN
PRETTY GOOD SHAPE.



YES, YOU ARE,
TO THE EXTENT
POTATO IS
A PRETTY
GOOD SHAPE.



THE FIRST LEG OF THE
"IRON MAN" TEAM-BUILDING
EXERCISE IS A TEN-MILE
SWIM, I THINK.



I WON'T BE PARTICI-
PATING BECAUSE MY
TEAMWORK SKILLS
ARE ALREADY EXCELLENT.



TWO PHRASES YOU DON'T
EXPECT TO HEAR IN THE
SAME DAY ARE "IRON MAN"
AND "DOGGIE PADDLE."



HEY! NO
SPLASHING!

THE TEAM-BUILDING EXERCISE

UH-OH... I'M A MILE
FROM SHORE AND TOO
EXHAUSTED TO SWIM
BACK.

MY ONLY HOPE IS
THAT AN INTELLIGENT
DOLPHIN WILL SEE
MY PLIGHT AND
RESCUE ME.

I'M IN
LUCK!

TWO WORDS:
TUNA...NET.

SOME DOLPHINS IN MY
SITUATION WOULD
HELP YOU GET TO
SHORE SAFELY.



OTHERS MIGHT TRY
TO DISTRACT YOU
WHILE AN ACCOMPLICE
PLAYED A CRUEL
JOKE.



COME BACK
HERE WITH
MY TRUNKS!!!

LET'S ASK THE
HUMMING FISH
TO DO THE "JAWY"
THEME SONG.



...THERE I WAS, NAKED
AND EXHAUSTED, MILES
FROM SHORE. DOLPHINS
TAUNTED ME FOR HOURS.



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5-Addams

SUDDENLY A DEEP SEA
SPORT FISHING BOAT
HAPPENED BY. I
GRABBED THE LINE AND
HELD ON FOR MY LIFE.



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THAT'S WHAT I THOUGHT...
UNTIL THE SECOND
TIME THEY THREW ME
BACK IN.





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BY

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CATBERT, EVIL H.R. DIRECTOR

I NEED TO HIRE
A PROGRAMMER
FOR MY PROJECT
TEAM.



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OUR POLICY IS TO FIRST
SEEK CANDIDATES
FROM WITHIN THE
COMPANY. IF NONE
IS QUALIFIED, YOU
MUST USE A SOCK PUPPET.



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HOW MANY OF YOUR
POLICIES ARE DESIGNED
FOR THE SOLE PURPOSE
OF SATISFYING YOUR
SADISTIC TENDENCIES?



ALL OF THEM.
SOME ARE JUST
MORE OBVIOUS.



WE'LL BE HAVING AN
ISO 9000 AUDIT SOON.
THEY'LL CHECK TO SEE
IF WE FOLLOW OUR OWN
DOCUMENTED PROCEDURES
FOR EVERYTHING
WE DO.



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I'VE DIVIDED OUR
PREPARATION TASKS
INTO TWO GROUPS:
UNETHICAL AND
UNPRODUCTIVE.



I'LL TRAIN OUR DEPARTMENT
TO LIE TO THE AUDITOR.
YOU CAN DOCUMENT OUR
INANE
PROCEDURES.



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I NEED TO DOCUMENT
YOUR JOB PROCESSES
TO SATISFY OUR ISO
9000 REQUIREMENTS.

OKAY.

I TRY TO ANTICIPATE
THE SHIFTING POLITICAL
WINDS. THEN I WRAP
MYSELF IN THE RELEVANT
BUZZWORDS AND TRY TO
ACHIEVE IMPORTANCE
WITHOUT ADDING VALUE.

WHAT'S
YOUR
JOB
TITLE?

DIRECTOR OF
ISO 9000
QUALITY
PROCESS
DESIGN.

YOUR PRODUCT LOOKS GOOD,
BUT YOU CAN'T BE OUR
SUPPLIER UNLESS YOUR
COMPANY IS ISO 9000
CERTIFIED.



Salerno E-mail: SCOTTADAM@AOL.COM

SO... YOU DON'T CARE
HOW BAD OUR INTERNAL
PROCESSES ARE, AS
LONG AS THEY'RE WELL-
DOCUMENTED AND USED
CONSISTENTLY?



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THAT'S
RIGHT.

OUR DOCUMENTED
PROCESS SAYS I
MUST NOW
LAUGH IN YOUR
FACE AND DOUBLE
OUR PRICE.





YOU KNOW
WHAT'S
FUNNY?

I'LL TELL
YOU.

YOU'RE WORKING
HARD. I'M DOING
NOTHING. IN A
HUNDRED YEARS
WE'LL BOTH BE DEAD.

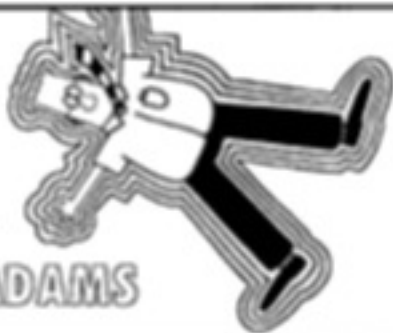
YOU MIGHT NOT
NEED TO WAIT
THAT LONG.

I THINK I'LL
SPREAD SOME
JOY OVER
THIS WAY.



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BY
SCOTT ADAMS



NOBODY HAS NOMINATED A CO-WORKER FOR A SPECIAL ACHIEVEMENT AWARD.

SOMEONE IN THIS GROUP MUST HAVE DONE SOMETHING GOOD THIS YEAR.

NO... I DON'T THINK SO.

WE'D REMEMBER SOMETHING LIKE THAT.

THIS LOOKS BAD. ALL THE OTHER DEPARTMENTS ARE GIVING THEMSELVES AWARDS.

WE MIGHT HAVE TO LOWER OUR STANDARDS A BIT.

I'VE BEEN PROACTIVE IN THAT AREA.

WHY ARE WE STANDING IN THE HALLWAY?

WE THINK THE ROOM IS LOCKED.

WE DON'T HAVE THE KEY.

LATER THAT MONTH

THIS AWARD GOES TO ALICE FOR BOLDLY TRYING THE DOOR KNOB.

WHEN I FIND OUT WHO NOMINATED ME...

YOU'LL HEAD OUR
TECHNOLOGY ALLIANCE
WITH A SMALL
SILICON VALLEY
START-UP.



THEIR CORPORATE
CULTURE IS A BIT
DIFFERENT FROM
OURS. TRY TO BE
FLEXIBLE.



I'VE NEVER
SEEN A
PIERCED
BRAIN
BEFORE.

I THINK I'LL
CALL YOU
"MISTER
CONSERVATIVE."



STRATEGIC ALLIANCE

THESE ARE THE
PROCEDURES MY
COMPANY USES
TO APPROVE
PROJECTS.



I GUESS A SMALL
COMPANY SUCH AS
YOURS IS USED TO
FLYING BY THE
SEAT OF THE
PANTS.



NOT
NECESSARILY.



YOU MEAN
YOU'RE
FLEXIBLE?

I MEAN I'M
NOT WEARING
PANTS.



OUR STRATEGIC ALLIANCE
IS WORKING WELL. MY
COMPANY PROVIDES
AMAZING TECHNICAL
SKILL AND YOUR
COMPANY...



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...HAS A SEEMINGLY
ENDLESS SUPPLY OF
THREE-RING BINDERS.



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RESISTANCE
IS FUTILE.
YOU WILL BE
ASSIMILATED.



IS IT TRUE
THAT IF YOUR
NAME IS
WRITTEN IN
A BINDER
YOU LOSE
YOUR SOUL?



ISSUE ONE: OUR TWO COMPANIES HAVE VERY DIFFERENT CORPORATE CULTURES.

STRATEGIC ALLIANCE ISSUES

WHILE YOU WERE DRONING I SLAMMED OUT SOME BETA CODE AND PUT IT ON THE INTERNET FOR COMMENTS.

MY COMPANY PREFERS TO HAVE THAT KIND OF DECISION MADE BY UNINFORMED EXECUTIVES. WE CALL IT "EMPOWERMENT."

I'LL MENTION THAT IN THE PRESS RELEASE.

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THE STATUS OF OUR
STRATEGIC ALLIANCE
IS "DOOMED."



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OUR PONDEROUS AND
INEFFICIENT MANAGEMENT
STYLE CAUSED THEIR
BEST PEOPLE TO QUIT
AND CREATE A COMPETING
COMPANY.



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WE MUST FIND A
WAY TO DESTROY
THAT NEW COMPANY.

I'LL SEE IF THEY'RE
INTERESTED IN A
STRATEGIC
ALLIANCE.



CATBERT, EVIL H.R. DIRECTOR

WHEN I'M IN A BAD MOOD, I LIKE TO THINK OF WAYS TO HUMILIATE THE EMPLOYEES.



HMM... HOW ABOUT AN EMPLOYEE RECOGNITION PROGRAM WITH A THOROUGHLY WORTHLESS AWARD.

PURRR
PURRR
PURRR



IT'S POCKET LINT FROM A VICE PRESIDENT'S TROUSERS. HE WAS WEARING THEM ON THE DAY HE LEFT FOR A BETTER JOB.



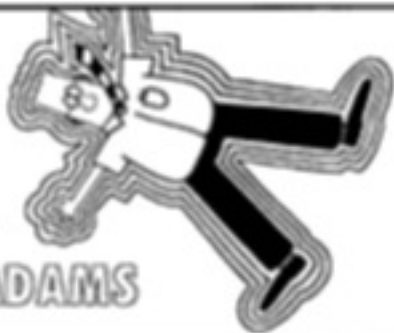
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ALICE, YOUR PERFORMANCE THIS YEAR IS "MEETS EXPECTATIONS." YOU GET A TWO PERCENT RAISE.

MEETS EXPECTATIONS?! I WORKED EIGHTY HOURS EVERY WEEK!

YEAH... WELL, I EXPECTED THAT.

I EARNED THREE PATENTS THIS YEAR! THE COMPANY WILL MAKE MILLIONS!!

REALLY? WOW.

I MEAN... I EXPECTED THAT TOO.

I DONATED BONE MARROW TO OUR BIGGEST CUSTOMER!!!

TWICE!!!

I NOTED THAT UNDER "ATTENDANCE PROBLEM."

I TOLD YOU THE BONE MARROW THING WOULD HAUNT YOU.

I'M STARTING TO THINK THE TIME I WORKED THROUGH LUNCH WAS FOR NOTHING.

ALICE, I'M PUTTING
YOU IN CHARGE OF
DEVELOPING OUR
BOOTH FOR THE BIG
TRADE SHOW.

I PICKED YOU BECAUSE
THE MALES IN THE
DEPARTMENT HAVE
DISQUALIFIED THEM-
SELVES THROUGH A
PROCESS OF STRATEGIC
INCOMPE-
TENCE.

WHAT IS
STRATEGIC
INCOMPE-
TENCE?

I HAD THAT
WRITTEN
DOWN SOME-
PLACE, BUT
I LOST IT.

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IF YOU PLAN TO HAVE A BOOTH AT THE TRADE SHOW, YOU NEED THE "DOGBERT TRADE-SHOW CONSULTING COMPANY" TO DESIGN IT.



I RECOMMEND THE DELUXE BOOTH. IT'S GUARANTEED TO GENERATE THE MOST REVENUE.



HOW WOULD THE DELUXE BOOTH GENERATE MORE REVENUE FOR MY COMPANY?

OH, SUDDENLY THIS IS ABOUT YOUR COMPANY?



YOUR BOOTH AT THE
TRADE SHOW MUST BE
ATTENTION-GRABBING.
YOU HAVE SEVERAL
OPTIONS.



5-Adams E-mail: SCOTTADAMS@AOL.COM

1. MAGIC TRICKS
2. SPECIAL EFFECTS
3. RAFFLES
4. BOOTH BABES



FOR THE BEST RESULT,
COMBINE ALL FOUR:
CREATE THE ILLUSION
THAT YOU'RE RAFFLING
OFF THE
BOOTH BABES.



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OUR CONSULTANT
SUGGESTED PUTTING
ATTRACTIVE WOMEN IN
OUR BOOTH AT THE
TRADE SHOW.



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I REJECTED THAT
IDEA. IT IS SEXIST
AND DEMEANING. I
HAVE A BETTER IDEA
TO INCREASE TRAFFIC
TO OUR
BOOTH.



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WHAT'S
THE
DENTAL
FLOSS
FOR?



IT'S YOUR
THONG BIKINI.
YOU'LL STAND
IN FRONT OF
OUR COMPETITOR'S
BOOTH.



AT THE TRADE SHOW

WHAT KIND OF
FREE STUFF DO
YOU HAVE?



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CHEAP PENS? THAT'S
ORIGINAL. OKAY,
FILL 'ER UP. BUT
I'M AFRAID I CAN'T
GIVE YOU ANY
EYE CONTACT.



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THAT'S ENOUGH
INDUSTRY RESEARCH
FOR TODAY. IT'S
TIME TO HIT THE
BUFFET.



AT THE TRADE SHOW

WHAT CAN YOU
TELL ME ABOUT
YOUR PRODUCTS?

OUR PRODUCTS ARE
DEFECTIVE, MUCH
LIKE YOURSELF.

I PROBABLY SHOULDN'T
HAVE STAYED UP ALL
NIGHT SETTING UP
THE BOOTH.

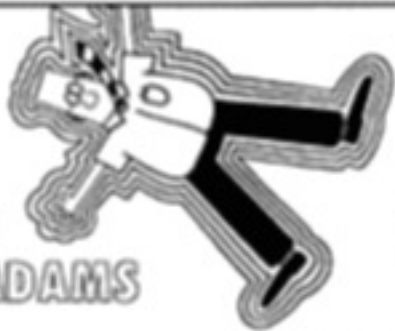
WHAT ARE
YOU DOING
LATER?

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BY
SCOTT ADAMS

MY PROJECT
IS RIGHT ON
PLAN.

IT BEGAN LAST
WEEK AS A BAD
IDEA FROM SOME-
BODY IN SENIOR
MANAGEMENT.

THANKS TO MY LEADER-
SHIP, IT IS ALREADY
AN OBJECT OF WIDE-
SPREAD MOCKERY
AND DERISION.

AS I SPEAK, OUR
LAWYERS ARE PURGING
EVERY LAST TRACE OF
VALUE IT MIGHT HAVE
HAD.

WITH LUCK, THE PROJECT
WILL BE A GIGANTIC
FAILURE IN A MONTH.

PEOPLE WILL FORGET MY
FAILURE AND REMEMBER
THAT I'M EXPERIENCED.
PROMOTIONS WILL
FOLLOW.

IN SIX MONTHS I'LL
BE DATING AN
EXECUTIVE SECRETARY
NAMED YVONNE.

WALLY, HAVE YOU EVER
READ OUR MISSION
STATEMENT?

YEAH, BUT I DON'T
SUBSCRIBE TO A
LITERAL INTERPRE-
TATION.

YES!!

GOOD
PLAN.

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ON THE SURFACE, YOU
SEEM TO MAKE SOME
GOOD POINTS ABOUT
TECHNOLOGY...



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S. Albers

BUT YOUR E-MAIL
ADDRESS REVEALS YOUR
NEWBIE IDENTITY.
YOU'RE PROBABLY A
GOAT HERDER OR A
CARTOONIST.

CLICK
CLICK
CLICK



HOW DOES IT FEEL
TO BE AN ELITIST
TECHNOLOGY
BIGOT?

I PREFER TO
THINK OF
MYSELF AS A
TECHNOLOGY
"HAVE."



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THANKS FOR THE
MEETING. HERE'S
MY CARD.



S. Adams E-mail: SCOTTADAMS@aol.com

YOU CALL THAT AN
E-MAIL ADDRESS? IT'S
EIGHTY CHARACTERS
LONG AND MOSTLY
MEANINGLESS.



PEOPLE WITH EMBARRASSING
E-MAIL SYSTEMS...

I TELL PEOPLE, "THE REPLY
FUNCTION DOESN'T WORK.
YOU HAVE TO TYPE IN MY
ADDRESS."



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CATBERT: EVIL H.R. DIRECTOR

I FEEL LIKE COMMITTING
RANDOM ACTS OF
CATNESS.



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WOMAN IN PINK
SUIT APPROACHING ...
ACTIVATE PURRING
AND SHEDDING.



PURR
PURR
PURR

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SO, ALICE, HOW
LONG DOES IT
TAKE TO CURL
AND STYLE A
SUIT LIKE THAT?



DO YOU
DRY-CLEAN
IT OR
JUST GIVE
IT A PERM?

THE CUBICLE WARRIOR
PREPARES FOR BATTLE.



FIGHTING, FIGHTING
AGAINST THE OVER-
WHELMING BOREDOM!



WHEN MY GRANDCHILDREN
ASK ME WHAT I DID FOR
A LIVING, I'M GOING
TO LIE.

I USUALLY TELL
PEOPLE YOU'RE
A HOBO.



CATBERT: EVIL H.R. DIRECTOR

WALLY, YOU'VE BEEN
TOO BUSY TO GET
THE REQUIRED
FORTY HOURS OF
TRAINING THIS
YEAR.



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SO I HIRED A
CONTRACT EMPLOYEE
TO HELP YOU OUT.

WHEN DOES
HE START?



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YESTERDAY,
HE ALREADY
FINISHED
EIGHT HOURS
OF YOUR
TRAINING.



I'M A MANAGER, SO
I DON'T DO ACTUAL
WORK...

AND ALL THE DECISIONS
ARE MADE ABOVE ME.

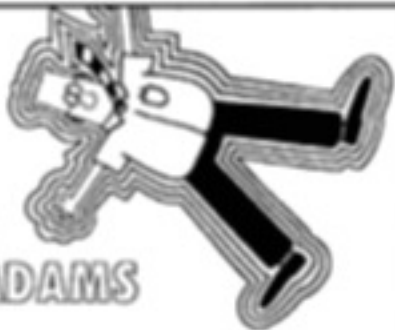
CAROLE, TELL ME AGAIN
WHAT I PRODUCE.

CARBON DIOXIDE.
OUR PLANTS WOULD
NEED THAT IF THEY
WEREN'T PLASTIC.



DILBERT®

BY
SCOTT ADAMS



ALICE, I'D LIKE YOU TO MEET THE NEWEST MEMBER OF MY MANAGEMENT TEAM.

KEITH IS HIGHLY QUALIFIED. HE HAS A MASTERS IN BUSINESS ADMINISTRATION.

VERY IMPRESSIVE. THEY MUST HAVE TAUGHT YOU A LOT ABOUT MOTIVATING EMPLOYEES.

NO, NOT REALLY.

WELL... YOU PROBABLY LEARNED HOW TO IDENTIFY AND HIRE GOOD PEOPLE, RIGHT?

THAT MIGHT HAVE BEEN OPTIONAL READING.

DID YOU LEARN NEGOTIATION SKILLS?

STRATEGIC THINKING?

BUSINESS WRITING?

NO.

NO.

NO.

IT WAS MOSTLY FINANCE AND ACCOUNTING.

AND ECONOMICS.

SO, YOU'RE A HIGHLY QUALIFIED LEADER BECAUSE ... YOU'RE GOOD AT MATH?

WHAT SHOULD I DO HERE?

IN THESE SITUATIONS I LIKE TO USE SWEARING.

CATBERT: EVIL H.R. DIRECTOR

HEY, WALLY,
IS THERE
ANYTHING
YOU STILL
LIKE ABOUT
WORKING
HERE?



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UM... I LIKE MAKING
POPCORN IN THE
MICROWAVE AND
EATING IT WHILE I
PRETEND TO WORK.



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YOUR BODY LANGUAGE
TELLS ME THAT SOMETHING
EVIL IS
GOING TO
HAPPEN TO
MY POPCORN
PRIVILEGES.



CATBERT: EVIL H.R. DIRECTOR

TO: ALL EMPLOYEES
THE SMELL OF POPCORN
IN THE OFFICE IS
UNPROFESSIONAL...



5-Adams E-mail: SCOTTADAMS@aol.com

HE'S BANNING POPCORN!
FIRST IT WAS TOBACCO,
THEN PERFUME, NOW
THIS... THERE'S ONLY
ONE POLLUTANT LEFT.



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... THIS BRINGS ME TO
THE UNPLEASANT
SUBJECT OF WALLY...



THIS AWARD GOES
TO TIM FOR HIS
INCREDIBLE ACCOM-
PLISHMENT.



5/Adams E-mail: SCOTTADAMS@aol.com

AFTER TWO YEARS OF
STONEWALLING ALL
PROGRESS, TIM FINALLY
AGREED TO DO THE
WORK FOR WHICH HE
WAS HIRED.



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WE LOOK
FORWARD
TO WORKING
WITH TIM
IN THE
COMING YEAR.



AS IF I'D
HAVE TIME
FOR THAT.



THIS NEXT AWARD
GOES TO KIM FOR
HER EXCEPTIONAL
WORK.



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S. Adams

KIM WORKED EVENINGS
AND WEEKENDS TO
FIX THE PROBLEMS
THAT WERE CAUSED BY
HER OWN INCOMPETENCE.



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AND IT LOOKS
LIKE KIM HAS
A FULL PLATE
FOR THE
COMING
YEAR, TOO.



WHICH SIDE
FACES THE
WALL?





S. Adams E-mail: SCOTTADAMS@aol.com



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WHAT ARE YOU DOING
IN THE MARKETING
DEPARTMENT?

IT'S AN
EXPERIMENT.

I SNEAK DOWN HERE
ONCE A WEEK AND
MOVE THIS GUY'S
CUBICLE WALL IN BY
A QUARTER-INCH.

WHAT'S THIS
EXPERIMENT
GOING TO
PROVE?

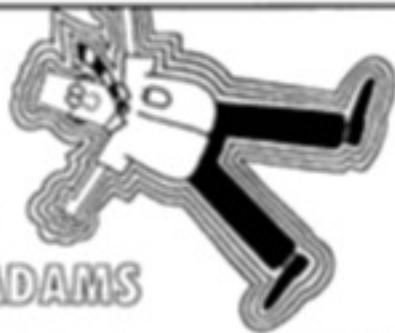
I FORGET.
IT'S BEEN
A LONG
TIME.



DILBERT®

BY

SCOTT ADAMS



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THE DOGBERT CONSULTING
COMPANY WILL ADD
CREDIBILITY TO YOUR
OWN SELFISH AND IDIOTIC
OPINIONS.



5/1/96 E-mail: SCOTTADAM@AOL.COM

FOR EXAMPLE, YOUR
CURRENT BUDGET SHOULD
BE ... UM...

DOUBLED

DOUBLED. IT
SHOULD BE
DOUBLED.



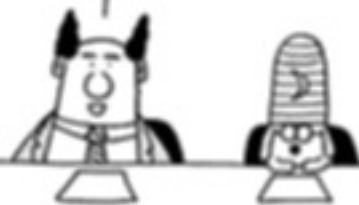
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HEY, WHAT'S THAT
TINGLE I FEEL
ALL OVER MY
BODY?!!



CREDIBILITY.
IF YOU WANT
ANOTHER HIT,
IT'LL COST YOU.

I HIRED THE DOGBERT CONSULTING COMPANY TO ADD CREDIBILITY TO MY DECISIONS.



AS MY ANALYSIS SHOWS, IT'S MUCH BETTER TO GIVE YOUR MONEY TO ME THAN TO WASTE IT ON FUTURE DOWNSIZES SUCH AS YOURSELVES.)



WHAT ANALYSIS? THIS IS A PAGE RIPPED OUT OF THE MAGAZINE IN OUR LOBBY.

PERHAPS YOU SHOULD UPGRADE TO MY DELUXE SERVICE.



I'VE DECIDED
TO DATE
OTHER MEN.

NOOO!!!
DON'T
BREAK UP
WITH ME!

I'M NOT. I
JUST WANT
TO DATE
OTHER MEN
AT THE SAME
TIME.

I AM
NOT
HAPPY
RIGHT
NOW.

THAT'S
EXACTLY
WHY I
NEED A
SPARE.

LIZ STARTED DATING
OTHER MEN. TWO CAN
PLAY AT THAT GAME.



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S. Allen

I WILL USE THE POWER
OF THE INTERNET TO
FIND A HOT BABE.

AH! HERE'S
ONE.



SHE
WANTS
YOUR
CREDIT
CARD
NUMBER.

OOH! SHE'S
INQUISITIVE.
I LIKE THAT.



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MEN WHO UNDERSTAND
TECHNOLOGY ARE THE NEW
SEX SYMBOLS. YOUR
ONLINE PERSONALS AD
SHOULD EMPHASIZE
YOUR TECH-
NICAL
PROWESS.



HOW ABOUT "LOOKING
FOR WOMAN WHO LIKES
MOONLIT WALKS SO
I'LL HAVE MORE TIME
ALONE WITH MY
COMPUTER"?



AND "MUST LIKE TO
DANCE." THAT'S SO I
WON'T GET A FLABBY,
UNCOORDINATED
APPLICANT.



YOU HAVE TO MOVE
SLOWLY WITH THESE
ONLINE RELATIONSHIPS.
I'LL ASK HER WHAT
SHE LIKES TO DO FOR
FUN.



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S. Adams

YIPE!



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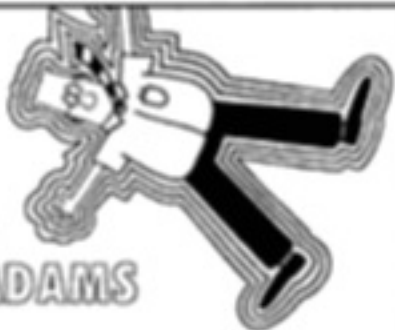
YOU'D THINK THAT A
WOMAN NAMED
MADAME CRUELLA
WOULD COMPENSATE
BY BEING EXTRA
NICE.





DILBERT®

BY
SCOTT ADAMS



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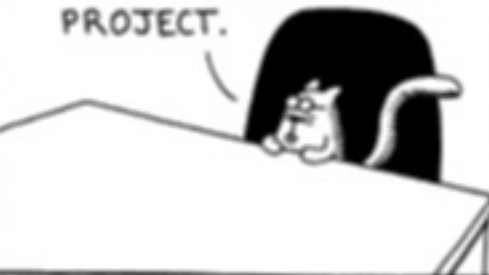
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CATBERT: EVIL H.R. DIRECTOR

THERE ARE TWO WAYS
TO GET AN EXTRA
ENGINEER FOR YOUR
PROJECT.



S. Adams E-mail: SCOTTADAMS@aol.com

YOU CAN TRANSFER
SOME UNQUALIFIED
LOSER FROM WITHIN
THE COMPANY...



NOT SO FAST. I LIKE
TO SAVOR THE MOMENT
BEFORE I CRUSH YOUR
MISPLACED OPTIMISM.



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CATBERT: EVIL H.R. DIRECTOR

HERE ARE THE RÉSUMÉS
OF HIGHLY QUALIFIED
APPLICANTS FOR
YOUR OPENING.



IT'S TOO BAD WE
DON'T PAY ENOUGH
TO HIRE QUALIFIED
APPLICANTS. HA HA
HA HA HA HA!!

ZIP

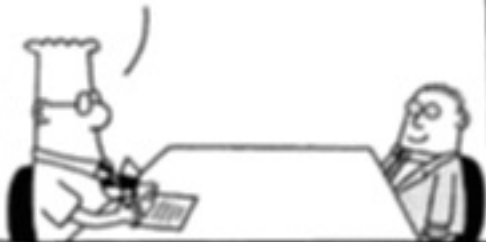


LET'S SEE... WE'VE GOT
RÉSUMÉS IN PENCIL...
CRAYON... PENCIL...
EYELINER...

HEY! DOT
MATRIX!



WE LIKE TO ASK OUR
APPLICANTS SOME
QUESTIONS THAT WILL
ALLOW US TO SEE HOW
YOU THINK.



IF YOU HAVE A FIVE-
GALLON BUCKET AND
A FIFTY-GALLON
BUCKET, HOW CAN
YOU TELL WHICH ONE
HOLDS MORE WATER?



WHEN I SAID, "SEE
HOW YOU THINK,"
WHAT I MEANT
WAS...



YOUR RÉSUMÉ LOOKS GOOD,
BUT WE COULD ONLY PAY
HALF OF WHAT YOU'RE
MAKING NOW. ARE YOU
INTERESTED?



S. Adams www.unitedmedia.com

SO... YOU'RE LOOKING
FOR A BRILLIANT
ENGINEER WHO IS
ACTIVELY SEEKING
A PAY CUT?



WELL, YOU
HAVE TO
CONSIDER
THE MANY
INTANGIBLES.

SUCH AS MY
SAVINGS
ACCOUNT IF
I WORKED
HERE?



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IF YOU WERE HIRED,
WHAT WOULD BE YOUR
LONG-RANGE CAREER
GOAL?



5. Allen's E-mail: SCOTTADAMBRADY.COM

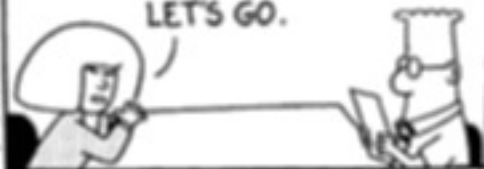
I'D HAVE YOUR JOB
IN SIX MONTHS. IN
A YEAR YOU'D BE
WORKING FOR ME,
YOU BIG PILE OF
DINOSAUR DUNG.



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I SEE YOU ATTENDED AN
ALL WOMEN'S COLLEGE.
DOES THAT EXPERIENCE
REALLY MAKE YOU MORE
CONFIDENT AND ASSERTIVE?

EITHER ARM.
LET'S GO.



SO TELL ME... BRIAN...
WHY DO YOU WANT
TO WORK FOR THIS
COMPANY?



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S. Adams

WELL, TO BE HONEST,
I DON'T. I'M USING
THIS AS A PRACTICE
INTERVIEW.



I GUESS
WE'RE
DONE
HERE.



HELLO-O-O!!!
IT'S LUNCH
TIME AND
I DON'T SEE
SANDWICHES.



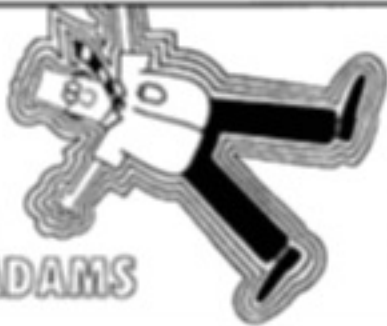
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BY

SCOTT ADAMS



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CATBERT, EVIL H.R. DIRECTOR

ARE YOU STRESSED
OUT, WALLY? I
HAVE A SOLUTION.



START SMOKING.
THAT WAY YOU'LL
HAVE FREQUENT
COMPANY-SANCTIONED
BREAKS THROUGHOUT
THE DAY.



THIS IS
YOUR
STRATEGY
FOR DOWN-
SIZING,
ISN'T IT?

TRY IT,
YOU BIG
WUSS.



S. Adams E-mail: SCOTTADAMS@aol.com

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I'VE DECIDED TO START
SMOKING. I'LL BE ABLE
TO TAKE MORE BREAKS
THAT WAY.



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AND FRANKLY, I'M
HOPING IT WILL ADD
AN INTERESTING EDGE
TO MY PERSONALITY
AND HELP ME
SOCIALY.



NOT
THAT
I NEED
ANY
HELP.



I CAN ONLY
PRAY THAT YOUR
PERSONAL
MAGNETISM
WON'T ERASE
MY HARD
DRIVE.



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HERE'S MY FIRST
CIGARETTE EVER.
I'M LOOKING FORWARD
TO THE MANY SMOKING
BREAKS I'M ENTITLED
TO.

I'LL PROBABLY SEE
YOU THREE TIMES
A DAY, JUST SMOKING
AND CHATTING AND
ENJOYING THE FRESH
AIR!

I ASSUME
YOU LIGHT
THE COLOR-
CODED END,
RIGHT?

I QUIT.

ACCORDING TO THE
ADS, THIS BRAND
OF CIGARETTE WILL
BE LIKE MOUNTAIN
BIKING PAST A
SPARKLING WATERFALL.



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PUFF
PUFF
PUFF



ARE YOU GETTING THAT
WEIRD "SMOKERS"
COGNITIVE
DISSONANCE"
YET?

MAN, THIS
MOUNTAIN
BIKING IS
OVERRATED.



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HOW DO YOU
LIKE YOUR NEW
SMOKING HABIT?



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MY TEETH TURNED
YELLOW, MY BREATH
IS PUTRID, I'M A
SOCIAL OUTCAST, I'M
GOING BROKE, AND MY
HOUSE BURNED
DOWN.



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SO YOU'RE
GOING TO
QUIT?

NO, I'M TRYING
TO TAKE A
LONG TERM
VIEW OF IT.



I NEVER NOTICED THIS
WARNING LABEL ON MY
CIGARETTES BEFORE.



5/1/94 E-mail: SCOTTADAMSBAGL.COM

"IF THIS PRODUCT DOESN'T
KILL YOU RIGHT AWAY,
THE EXECUTIVES OF OUR
COMPANY WILL DRIVE
OVER TO YOUR HOUSE
AND FINISH THE JOB.
WE KNOW WHERE YOU
LIVE, WALLY.
QUIT NOW!"



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WHY AM
I PAYING
FOR A
COLOR
PRINTER?



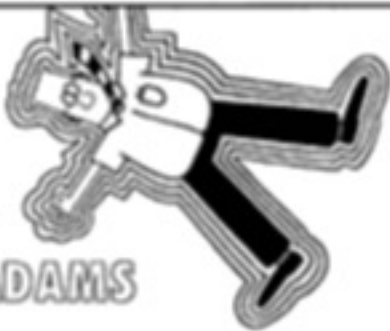
IT'S ALSO AN
AIR FRESH-
ENER IF YOU
KNOW HOW
TO USE IT.





DILBERT®

BY
SCOTT ADAMS



LAST WEEK OUR
CONSULTANTS WARNED
US ABOUT A SERIOUS
THREAT.



THEY SAID OUR
COMPETITORS
WOULD "EAT
OUR LUNCH."



I'M HAPPY TO TELL THE
EXECUTIVE COMMITTEE
THAT I LEAPT INTO
ACTION.



I HIRED A SECURITY
GUARD TO PROTECT
THE CAFETERIA.



OUR LUNCHES
ARE SAFE.



I ALWAYS THOUGHT THAT
WAS JUST
A FIGURE
OF SPEECH.

FOOL! GIVE
ME YOUR
DEPARTMENT!



LET GO
OF MY
HAIR!!
SLAP
OUCH!!

THIS IS
GOING
BETTER THAN
USUAL.



WHY IS THE
CAFETERIA
CLOSED?

SOMEONE ATE
ALL THE
LUNCHES.



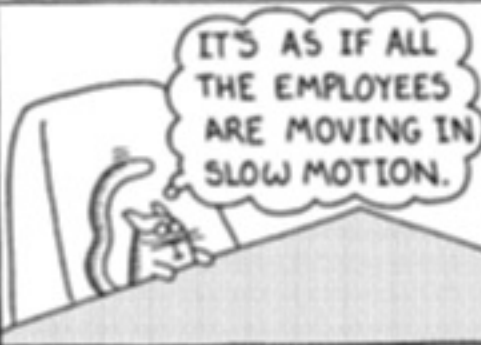
WHEN WILL
MY RAISE
BE EFFECTIVE?



THE SAME
TIME YOU
ARE.



THE EVIL MR. CATBERT,
DIRECTOR OF H.R., IS
FEELING "IN THE ZONE."



WHENEVER WE DISAGREE,
I ALWAYS END UP
YELLING.



5. Adams www.unitedmedia.com

THAT'S AN INDICATION
THAT YOU HAVE POOR
INTERPERSONAL SKILLS.
I'M SENDING YOU TO
A CLASS TO IMPROVE
THEM.



IT LOOKS LIKE YOU'VE
GAINED WEIGHT. WOULD
IT HELP IF I STARTED
JOGGING?



THIS IS
EXACTLY WHAT
I'M TALKING
ABOUT.



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DOGBERT'S SCHOOL FOR
INTERPERSONAL SKILLS

THE SECRET TO GOOD
RELATIONSHIPS IS TO
BE A HUGE PHONY.



E-mail: SCOTTADAMS@aol.com

LET'S
PRACTICE
THE THREE
FUNDAMENTALS.

- LOUD
- SIMPLE
- SMILEY



HEY, HOW ABOUT THAT
LOW-PRESSURE SYSTEM,
HUH?!!



AGAIN, BUT
THIS TIME SAY
"WEATHER."



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THIS LESSON IN INTER-
PERSONAL SKILLS INVOLVES
LISTENING TO A STUPID
PERSON WITHOUT ROLLING
YOUR EYES.



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MY COMPUTER SCREEN
SAYS, "PRESS ANY
KEY TO CONTINUE."
CAN I BORROW YOUR
KEYS? MINE
ARE LOCKED IN
MY YUGO.



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MUST
FOCUS...
MUST...
FOCUS...



I COULD BREAK
THE DRIVER'S SIDE
WINDOW... BUT
IT'S BAD ENOUGH
THAT THE WIND-
SHIELD IS GONE.



HERE'S MY PRESENTATION
PACKAGE. I WORKED
TWELVE STRAIGHT HOURS
ON IT.



THAT INCLUDES THREE
HOURS OF CREATIVITY
FOLLOWED BY NINE HOURS
OF STUPOR, SENSELESS
TWIDDLING AND OUT-
RIGHT DEMENTIA.



I SUPPOSE THERE'S ONLY
ONE THING THAT COULD
MAKE THIS PRESENTATION
WORSE.

SEND IT
AROUND
FOR
COMMENTS.



I FOUND MANY AREAS
FOR IMPROVEMENT IN
YOUR DOCUMENT, ALICE.



5/30/04 www.unitedmedia.com

I'M ONLY AN INTERN,
BUT THESE ERRORS
STAND OUT LIKE HUGE,
RED, BLINKING LIGHTS.



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YOU COULD
PUT THIS
ON TOP OF
AN AMBU-
LANCE AS
A WARNING.



I WAS
THINKING
THE SAME
THING
ABOUT YOU.





DILBERT®

BY
SCOTT ADAMS



CATBERT THE EVIL DIRECTOR
OF HUMAN RESOURCES

MY TAIL IS
TWITCHING...

THAT CAN ONLY MEAN
IT'S TIME TO WRITE
SOME MORE EVIL
POLICIES.

TO: ALL EMPLOYEES
SUBJECT: NEW POLICY

EMPLOYEES MUST
WEAR SHOES THAT
ARE ONE SIZE
SMALLER THAN
THEIR FEET.

THIS WILL REDUCE
WEAR AND TEAR ON
CARPETS BY 5%

THIS
IS MY
FAVORITE
PART.

WE MUST DO
THIS TO BE
COMPETITIVE.

I'M A REPORTER FOR
"EVIL HR POLICIES
WEEKLY." DO YOU
HAVE ANY SUCCESS
STORIES?

THIS IS HOW INDUSTRY
PRACTICES ARE BORN

HAS ANYONE COMPLAINED
ABOUT THE
"FOOTSIZING"
PROGRAM?

I HAVEN'T
LISTENED TO
A SINGLE
COMPLAINT.

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THIS METRIC SHOWS AN
EXCELLENT TREND IN THE
NUMBER OF DAYS SINCE
THE BEGINNING OF MY
PROJECT.



5/2/95 E-mail: SCOTT@AMSPAOL.COM

THAT GROWTH RATE
COMPARES FAVORABLY
WITH THE BEST
COMPANIES IN OUR
TIME ZONE.



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I'M
WORKING
SMARTER,
NOT
HARDER.

IT'S A
WHOLE NEW
PARADIGM.



I'M GOING TO ENTER
A PROFESSION THAT
WILL MAKE A HUGE
DIFFERENCE IN MY
SELF-ESTEEM.



5/1/96 E-mail: SCOTTADAMS@aol.com

I'LL BE A CORPORATE
TRAINER IN A
COMPANY THAT'S
DOWNSIZING.



ARE YOU
SURE THAT
WILL RAISE
YOUR SELF-
ESTEEM?

WHY WOULD
I WANT TO
RAISE IT?

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I'M LOOKING FOR A NEW
CORPORATE TRAINER TO
HELP ME TEACH CLASSES
IN STRESS REDUCTION,
CONFLICT RESOLUTION,
AND TEAMWORK.



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S. Adams

I'LL BURN IN HELL
BEFORE I'LL DO
YOUR WORK PLUS
MY OWN, YOU
FILTHY WEASEL!!!



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AND
THEY
HIRED
YOU?



A GOOD TRAINER
DOESN'T HAVE
TO BE A SUBJECT
MATTER EXPERT.



RATBERT, CORPORATE TRAINER

PSSST!



I'M THE GRIM DOWNSIZER.
TRAINERS ARE THE FIRST
TO GO. I'LL JUST HANG
AROUND HERE UNTIL
THE NEXT BUDGET CUTS.



DO YOU MIND IF I
SIT IN ON YOUR
STRESS-REDUCTION
CLASS?



I DON'T THINK
I'LL READ THE
CLASS EVAL-
UATION FORMS
FROM THIS ONE.



RATBERT: CORPORATE TRAINER

LET'S GO AROUND THE ROOM AND SAY WHO WE ARE AND WHAT WE HOPE TO GET OUT OF THE CLASS.



I'M THE GRIM DOWNSIZER. I'M HERE TO DECRUIT THE ENTIRE TRAINING DEPARTMENT PLUS ALL OF THE PEOPLE WHO HAVE TIME TO ATTEND CLASSES.



MY NAME IS DILBERT. I'M HERE IN PLACE OF WALLY WHO IS WORKING HARD TO BUILD A BETTER TOMORROW.

NICE TRY.

I'M SOMEBODY ELSE TOO.



YOU'RE BEING DOWNSIZED,
RATBERT. FORTUNATELY,
THERE'S A GENEROUS
RETIREMENT PLAN.



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LET'S SEE... FOR YOUR
LENGTH OF EMPLOYMENT,
AT YOUR GRADE LEVEL...
YOU GET A WALL
CALENDAR.



WHEN DO
I GET IT?



AS SOON AS
I'M DONE
WITH IT.

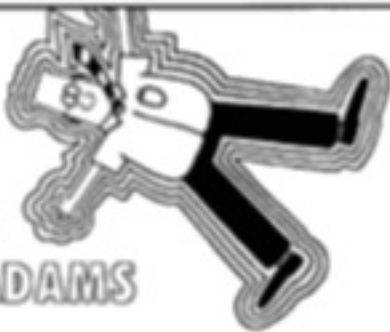


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DILBERT®

BY
SCOTT ADAMS



OUR POINTY-HAIRED
BOSS WILL BE JOINING
US BY SPEAKERPHONE.



THIS IS AN IMPORTANT
PART OF YOUR
ENGINEERING TRAINING,
ASOK.

WHAT DO
I DO?



WHEN ALICE PASSES
THE MUTE BUTTON,
YOU MAKE WITTY
AND SARCASTIC
REMARKS.



HELLO, EVERYONE.
I'D LIKE TO TALK
ABOUT THE NEW
COMPENSATION
PLAN.



TELL US SOME LIES,
YOU UGLY, TWO-FACED,
HYPOCRITICAL TROLL!



I AM ASOK THE
INTERN AND I SPET
ON YOUR FEEBLE
COMPENSATION PLAN!



I'VE FOUND STUFF ON
THE BOTTOM OF MY
SHOE THAT WAS
SMARTER THAN YOU!!
HA HA HA !!!



NEXT TIME, A BIT
WITTIER... AND
MAKE SURE ALICE
REALLY PASSES THE
MUTE BUTTON.



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CATBERT, EVIL H.R. DIRECTOR

THE MANDATORY UNPAID
OVERTIME IS IMMORAL.
IT'S DESTROYING THE
QUALITY OF MY LIFE.



5/1/99 E-mail: SCOTTADAMSBAGL.COM

ALICE, ALICE, ALICE...
COMPANIES ARE
DESIGNED TO MAXIMIZE
STOCKHOLDER VALUE,
NOT EMPLOYEE
HAPPINESS.



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MAYBE THE HEAD OF
HUMAN RESOURCES
SHOULD BE A
HUMAN.



PRIVATELY I REFER
TO MYSELF AS THE
DIRECTOR OF DIS-
GRUNTLED CAT TOYS.



DOGBERT THE CONSULTANT

LET ME DO THE TALKING
WHEN WE MEET WITH
YOUR BOSS.



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AS YOU KNOW, ANY IDEA
FROM THE POINTY-HAIRED
WONDER IS CRUD, BUT
WHEN YOU ADD MY
ABILITY, WHAT DO YOU
HAVE?



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CRUDABILITY?

AND GOOD
LOOKS TOO!



YOUR FIRST DRAFT
WAS BORING, SO
I ADDED A BUNCH
OF EXCLAMATION
POINTS.



WOW! THOSE EXCLAMA-
TION POINTS MAKE
THIS TECHNICAL
DOCUMENT COME ALIVE!



THIS MIGHT
BE THAT
SARCASM
THING I
KEEP HEAR-
ING ABOUT.



I'M IN THE
PRESENCE OF
GENIUS! I
BEG YOU TO
FATHER MY
CHILDREN!



I'M FLATTERED. BUT
I CAN'T DATE YOU
BECAUSE WE'RE
DIFFERENT RELIGIONS.

I'M FLEXIBLE.
I'D CHANGE MY
RELIGION TO
GET A DATE.

IT WOULDN'T
WORK IN THIS
CASE.

DID YOU KNOW THERE'S
A WHOLE RELIGION
BASED ON
NOT DATING
ME?

WHERE DO YOU
THINK I GO
EVERY SUNDAY?

WE MUST CHANGE OUR
CULTURE OF CYNICISM
AND NEGATIVISM.



YOU TWO WILL BE THE
"HAPPINESS COMMITTEE."
COME UP WITH SOME
IDEAS TO IMPROVE
MORALE.



SO FAR WE'VE GOT: 1)
RAISES, 2) SLAP-THE-
BOSS DAY AND 3) NUDE
FRIDAYS.

I FEEL MY
CYNICISM
MELTING AWAY
ALREADY.



AFTER I GRADUATE FROM
"QUALITY SCHOOL" I'LL
BE A QUALITY BLACK-
BELT MASTER.



IS THE TITLE METAPHORIC,
OR IS THERE A CHANCE
YOU'LL BE BEATEN
SENSELESS DURING A
BREAKOUT SESSION?

ZIP ZIP ZIP ZIP.



WAS
THAT
NECESSARY?

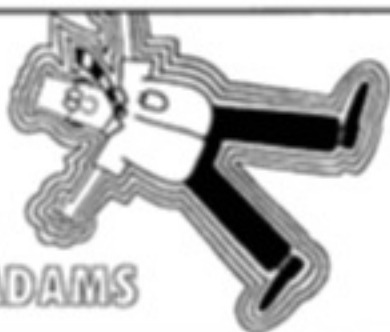
I'M NOT SURE. I
HAVEN'T DONE
THE PRE-COURSE
READING
YET.





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BY
SCOTT ADAMS



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OUR ELBONIAN DATABASE
PRODUCT CAN REPLACE
EVERY ONE OF YOUR
CURRENT SYSTEMS.



www.unitedmedia.com

S. Hedges

IT CAN DO PAYROLL,
ACCOUNTS RECEIVABLE,
INVENTORY, SALES...



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AND I'LL THROW IN
SOME GOLF BALLS.



WE'RE GOING TO REPLACE
OUR COMPUTER SUPPORT
SYSTEMS WITH THE
ELBONIAN DATABASE
PRODUCT.



5-Artists www.unitedmedia.com

IT'S RISKY, BUT DON'T
WORRY. I'VE HIRED
AN OUTRAGEOUSLY
EXPENSIVE CONSULTANT
WHO HAS NEVER DONE
THIS BEFORE.



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I EARNED FIVE HUNDRED
DOLLARS JUST COMING
TO THIS MEETING.
HOW'S **YOUR**
DAY GOING?



RATBERT THE CONSULTANT

I DON'T KNOW MUCH
ABOUT COMPUTERS
SO I COMPENSATE
BY BEING HIGHLY
EXUBERANT.



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YES!! YES!!
COMPUTERS!!
WAHOO!!!



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HEY LOOK! IT'S NOT
MY FAULT; IT'S SOME
GUY NAMED
"GENERAL
PROTECTION."

IT'S TIME
FOR YOUR
FLYING
LESSONS.



AS A CONSULTANT, I
EARN \$150 PER HOUR
EVEN WHEN I'M
UNPRODUCTIVE.



5. Addams E-mail: SCOTTADAMS@aol.com

I CAN EARN 42 CENTS
BY WIGGLING MY
FURRY LITTLE BEHIND
FOR TEN SECONDS.



C'MON,
COUNT
WITH
ME!!!

WHEN I
IMAGINE MY
IDEAL CAREER,
IT'S NEVER
LIKE
THIS.



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RATBERT THE CONSULTANT

...THEN WE'LL TURN OFF
THE EXISTING COMPUTER
SYSTEMS AND FIRE UP
THE NEW ONE.



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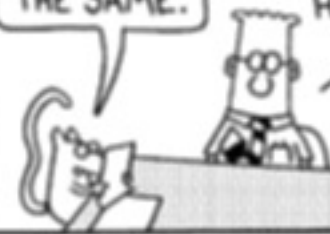
WHAT IF THE NEW
SYSTEM DOESN'T WORK
ON THE FIRST TRY?
WON'T THE ECONOMIC
IMPACT BE DEVASTATING?



LET ME CHECK MY
CONTRACT...

NOPE. I GET
PAID EXACTLY
THE SAME.

YEAH,
SAME
HERE.



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I AM ONLY AN INTERN,
BUT MAY I MAKE A
SUGGESTION?



THE ELBONIAN DATABASE
SYSTEM YOU'RE INSTALL-
ING FOR OUR COMPANY
WILL NEVER WORK ...
UNLESS I REWRITE THE
ENTIRE THING WITH
JUST SIX KEYSTROKES...



I THOUGHT
THIS WAS
ONLY
POSSIBLE
IN BAD
MOVIES.

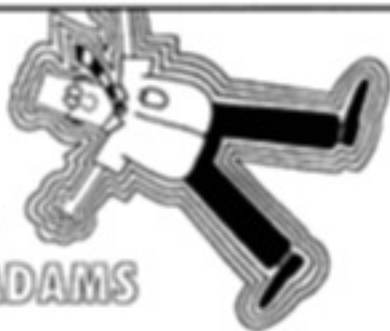
HEY, LET'S
HACK INTO
NATO'S SYSTEM.
I CAN GUESS
THEIR PASSWORD
IN THREE TRIES.





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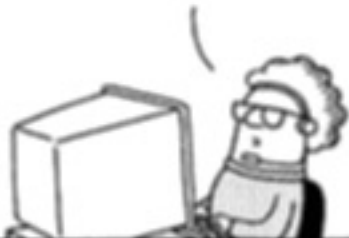


I'D LIKE A DIRECT
FLIGHT... AISLE SEAT...
AND AN UPGRADE TO
FIRST CLASS IF
POSSIBLE.



5-Adam's E-mail: SCOTTADAMS@AOL.COM

THE BEST I CAN DO IS
TO PUT YOU IN AN
OVERHEAD LUGGAGE
BIN... WITH ONE STOP
IN NORTH KOREA.



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IS IT
NON-
SMOKING?



THAT DEPENDS
ON HOW
ACCURATE
THE ANTI-
AIRCRAFT
FIRE IS.

THIS IS MARILYN
VOS SAVANT, THE
SMARTEST HUMAN
ALIVE.



SHE WILL HELP YOU
UNDERSTAND YOUR
AIRLINE "OFTEN FLIER"
PROGRAM.

I'M
STUMPED.



AFTER THIS, COULD YOU
TELL ME WHICH PHONE
COMPANY SAVES ME THE
MOST
MONEY?

MY BRAIN'S TRYING
TO ESCAPE; YOU
SCARED IT.



THIS SUITCASE
IS THE DECOY.

WHILE THE AIRLINE IS
DISTRACTED TRYING
TO LOSE THE DECOY,
I'LL SNEAK ABOARD
WITH THIS EMERGENCY
CARRY-ON BAG.

WHAT IF
THEY TRY
TO MAKE
YOU EAT
THEIR
FOOD?

FAKE VOMIT.
THEY'LL THINK
I ALREADY
ATE.

Salmon's E-mail: SCOTTADAMS@aol.com

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THIS BAG CONTAINS ALL
THE MAIL YOU'VE SENT
ME ABOUT MY "OFTEN
FLIER" STATUS.



I'LL TRADE EVERYTHING
IN THE BAG FOR A
SEAT UPGRADE. I'M
CURRENTLY ASSIGNED TO
AN OVERHEAD BIN.



WHEW!
DISASTER
HAS BEEN
AVERTED.

ARE YOU GUYS
GOING TO THE
COLICKY BABY
CONVENTION
TOO?



WELCOME TO THE HOTEL.
ALLOW ME TO TOUCH
YOUR BAG SO YOU'LL
FEEL OBLIGATED TO TIP
ME.



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I'VE GOT TO MAKE IT
THROUGH THE GAUNTLET
OF BAG-LOSING HOTEL
ZOMBIES.



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NO ROOM?!!
I HAVE A
RESERVATION!!

OH, THAT'S
ORIGINAL.



THIS TAXI IS YOURS.
HERE'S A DESCRIPTION
OF HOW HE'LL CHEAT YOU.



S. Adams

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IT SAYS YOU'LL BE
RUNNING THE METER
DESPITE THE FLAT RATE.
THEN YOU'LL FEIGN POOR
LANGUAGE SKILLS WHEN
I QUESTION YOU.



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I CAN'T
FAULT YOUR
EFFICIENCY,
THOUGH.

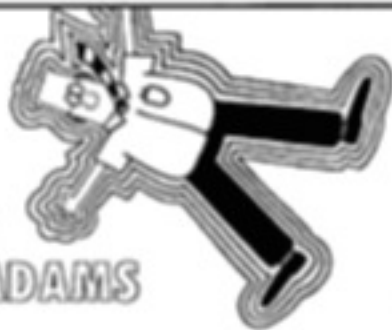




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DOGBERT'S TECH SUPPORT

THIS IS DOGBERT.
HOW MAY I
ABUSE YOU?

I NEED TO MOVE MY
CURSOR TO THE RIGHT
BUT MY MOUSE IS AT
THE EDGE OF THE
MOUSEPAD.

HAVE YOU TRIED
REBOOTING
WITHOUT SAVING
YOUR FILES?

YEAH, SEVERAL
TIMES.

HAVE YOU
TRIED MOVING
YOUR DESK?

IT DIDN'T
WORK.

YOU NEED
MY \$800
MOUSEPAD
UPGRADE.

WHAT ACCOUNT DOES
THIS GET CHARGED TO?

"TOTAL EXPENSE,"
JUST LIKE EVERY-
THING ELSE.

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NO ROOMS?? IF THE POPE SHOWED UP, WOULD YOU HAVE A ROOM FOR HIM?

YES.

S. Auldrey E-mail: SCOTTADAMS@AOL.COM

OKAY, THEN GIVE ME HIS ROOM!

I AM SO CLEVER.

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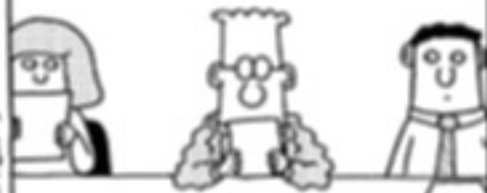
LET'S SEE YOU SQUIRM OUT OF THAT LOGIC, WEASEL-GIRL.

THE BUSINESS TRAVELER



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WHEN I BOUGHT
THIS SUIT, IT
SAID "WRINKLE-
FREE" ON THE
WRAPPER.

THE
WRAPPER?



CATBERT: EVIL H.R. DIRECTOR

HEY, WALLY, I PULLED
SOME STRINGS TO GET
YOU MOVED TO A
WINDOW CUBICLE.



IT'S FOR MY OWN
BENEFIT. I PLAN TO
TAKE NAPS WHILE
LYING IN THE SUN
ON TOP OF YOUR HEAD.



EVERY DAY
THIS JOB
TEACHES ME I
CAN GET USED
TO ANYTHING.

ZZZZZZZZ



YOU NEED A MILLION
DOLLARS BUT I ONLY
HAVE AUTHORITY
TO SIGN FOR UP TO
TEN THOUSAND.



S. Adams E-mail: SCOTTADAMS@aol.com

BREAK IT INTO A
HUNDRED SEPARATE
BUSINESS CASES.



THANK YOU FOR YOUR
VALUE-ADDED MANAGE-
MENT SUPPORT.



IT WAS
NOTHING.



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PER YOUR INSTRUCTIONS,
MY REQUEST FOR A
MILLION DOLLARS HAS
BEEN BROKEN INTO ONE
HUNDRED BUSINESS CASES.



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EACH ONE IS FOR TEN
THOUSAND DOLLARS,
WHICH IS YOUR EXACT
LEVEL OF APPROVAL
AUTHORITY.



I MEANT I
CAN APPROVE
ANYTHING
UNDER TEN
THOUSAND
DOLLARS...
SO IF YOU

WOULDN'T
MIND...



KILLING
YOU? NO,
I WOULDN'T
MIND A
BIT.

OUR NEW CORPORATE
POLICY IS THAT ALL
EMPLOYEES MUST USE
THE PRODUCTS WE SELL.

AAARGH!!!!
WHAT HAVE WE
DONE TO DESERVE
THIS ??!!!

SO YOU'RE SAYING THAT
MANY OF THESE POLICIES
ARE NOT INTENDED
TO BE PUNISHMENTS?

YOU GET USED TO
IT AFTER YOU
LOSE YOUR
WILL TO
LIVE.



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BY
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I'VE DECIDED TO END
MY LONELINESS BY
GETTING A MAIL-ORDER
BRIDE FROM
ELBONIA.



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THE PHOTOS WERE
GRAINY, BUT THE
ADVERTISEMENT
GUARANTEES THAT
SHE'S CUTE.



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ELBONIA

BLONDE.



MY ELBONIAN MAIL-ORDER
BRIDE WILL ARRIVE ANY
DAY NOW.

WHY DON'T YOU
KNOW THE
EXACT DATE?



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BECAUSE THEY'RE SENDING
HER BY MAIL. I WASN'T
WILLING TO PAY FOR
OVERNIGHT DELIVERY.



SHE'S ONE LUCKY GAL.

I'LL PROBABLY
KEEP HER IN
THE GARAGE.
IT HAS A
SINK.



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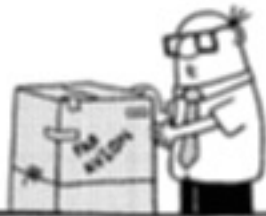
HEY, WALLY. I HEAR
YOU'RE GETTING AN
ELBONIAN MAIL-ORDER
BRIDE!

IT'S SO SAD AND
PATHETIC, YET
SO FUNNY! I
FEEL SORRY FOR
HER ALREADY!

HU-HAHAHA
HA HA HA
HA HA

AND PEOPLE
ASK WHY I
GAVE UP ON
LOCAL GIRLS.

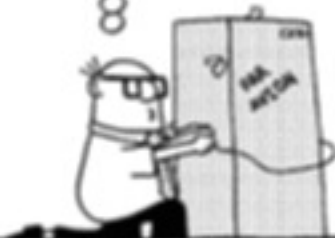
MY ELBONIAN
MAIL-ORDER BRIDE
HAS ARRIVED.



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I MUST KEEP MY
EXPECTATIONS LOW
TO AVOID ANY
DISAPPOINTMENT.



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WHERE'S THE
LADIES STY?
I DESPERATELY
NEED TO
POWDER MY
SNOUT.



... SO MY ELBONIAN
MAIL-ORDER BRIDE
TURNS OUT TO BE A
PIG WITH
A WIG.

WHAT A
RIP-OFF.

YOU'RE TAKING THIS
WELL. I'D BE MAD
IF I PAID FOR A
BRIDE AND THEN I
HAD TO PAY TO SEND
HER BACK.

YOU DID
SEND HER
BACK...

B.L.T.?

WISH ME LUCK. I'M
OFF TO GET MY
PERFORMANCE REVIEW.



HAVE YOU BEEN
NAPPING? YOU'VE
GOT A BAD CASE
OF KEYBOARD
FACE.



WHAT'S
WRONG
WITH
YOUR
FACE?

I HAVE
QWERTYTIS.
IT'S FROM
WORKING
TOO HARD.





DILBERT®



BY
SCOTT ADAMS



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THIS WEEK I DID
EQUAL AMOUNTS OF
WORK AND ANTI-WORK.



FOR EVERY UNIT OF
WORK I DID, I
GENERATED AN EQUAL
AMOUNT OF UNNECESSARY
WORK FOR CO-WORKERS.
I FIGURE I
BROKE EVEN.



WALLY,
COME SEE
ME AFTER
THE STAFF
MEETING.

OH, GREAT.
YOU'RE DRIV-
ING ME INTO
NEGATIVE
TERRITORY!



I DIDN'T READ ALL OF THE
SHRINK-WRAP LICENSE
AGREEMENT ON MY NEW
SOFTWARE UNTIL AFTER
I OPENED IT.



APPARENTLY I AGREED
TO SPEND THE REST OF
MY LIFE AS A TOWEL
BOY IN BILL GATES'
NEW MANSION.



CALL YOUR
LAWYER.

TOO LATE.
HE OPENED
SOFTWARE
YESTERDAY.
NOW HE'S
BILL'S
LAUNDRY
BOY.



IT MUST BE
DANGEROUS
FOR LAWYERS
TO IRON PANTS;
THEY'D ALWAYS
HAVE ONE
HAND IN A
POCKET.

... SO YOU DIDN'T READ
THE SOFTWARE LICENSE AND
YOU INADVERTENTLY
AGREED TO BE BILL GATES'
TOWEL BOY IN HIS HUGE

NEW HOUSE.
WHEN DO
WE MOVE?



Salem's E-mail: SCOTT@AMSBRAOL.COM

RRRUMBLE!



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YOU HAVE BEEN CHOSEN AS
BILL GATES' TOWEL BOY.
BUT FIRST YOU MUST
ANSWER THIS QUIZ.



YOU'RE IN A ROOM WITH
THREE MONKEYS. ONE
HAS A BANANA, ONE
HAS A STICK, ONE HAS
NOTHING. WHICH
PRIMATE IS THE
SMARTEST?



I GUESS THE SUCCESSFUL
TOWEL BOYS KNOW THAT
HUMANS ARE PRIMATES
TOO.

STUPID
TRICK
QUESTION.



HERE'S YOUR ANNUAL
PERFORMANCE REVIEW,
TINA.



I FOCUSED ON YOUR
PERFORMANCE FOR THE
PAST TWO WEEKS
BECAUSE I DON'T
REMEMBER ANYTHING
FARTHER BACK.



I WAS ON VACATION
FOR THE PAST TWO
WEEKS !!!

NO TIME TO CHAT.
I NEED TO SPREAD
SOME MOTIVATION
OVER HERE.

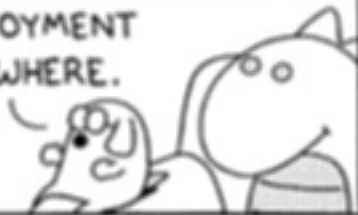


BUSINESSES USED TO BE LIKE CHRISTIANITY; IF YOU WERE FAITHFUL AND OBEDIENT, YOU COULD OBTAIN BLISS IN THE AFTERLIFE OF RETIREMENT.



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NOW IT'S MORE OF A REINCARNATION MODEL. IF THE WORKER LEARNS ENOUGH IN HIS CURRENT JOB, HE CAN PROGRESS TO A HIGHER LEVEL OF EMPLOYMENT ELSEWHERE.



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THESE ANALOGIES AREN'T WORKING FOR YOU, ARE THEY, BOB?



MY HOPE IS THAT ONE DAY I WILL BIO-DEGRADE AND BECOME "WD-40" OIL.



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BY
SCOTT ADAMS

OFFICE OBSTACLE COURSE

UH-OH, IT'S PHIL. I NEVER RETURNED HIS CALL.

WALK FASTER.

YES!!

UH-OH, IT'S AN UNPLEASANT CO-WORKER WHO WANTS TO BE MY FRIEND.

THE CRAFTY ENGINEER BLENDS WITH THE HERD TO AVOID DETECTION.

UH-OH, I OWE ALICE SOME INFORMATION.

RING

HELLO

YES!!

THERE'S ONLY ONE MORE OBSTACLE BETWEEN ME AND GLISSFUL PRODUCTIVITY.

AAGH!!!
MY WHOLE DAY IS RUINED!!!

IT LOOKS LIKE YOU NEED A ONE-ON-ONE COACHING SESSION.

BAD NEWS ON YOUR
PERFORMANCE REVIEW,
WALLY.



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EVERYONE PERFORMED
THE SAME. BUT I'M
REQUIRED TO RANK
THE GROUP ON A BELL
CURVE.



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I HAD TO MAKE UP
SOME FLAWS TO MOVE
YOU DOWN THE CURVE.
HERE'S A PEN.
SIGN IT.



"EMPLOYEE DOES
NOT WASH HANDS
AFTER USING
THE RESTROOM."



I CAN'T SIGN THIS
PERFORMANCE REVIEW!
IT'S FULL OF ALLEGED
MISDEEDS THAT YOU
INVENTED TO LOWER
MY RATING!



YES, BUT I THINK IT
REFLECTS THE SORT OF
THINGS YOU MIGHT DO.
I HAD TO MAKE ALL THE
REVIEWS FIT
A BELL
CURVE.



I AM **NOT**
SELLING CRACK
FROM MY CUBICLE!!!



CATBERT: EVIL H.R. DIRECTOR

EFFECTIVE IMMEDIATELY,
THE COMPANY WILL NO
LONGER ALLOW TIME OFF
FOR THE DEATH OF A
FAMILY MEMBER.



S. Adams E-mail: SCOTTADAMS@aol.com

THIS "FAMILY FRIENDLY"
POLICY WILL REMOVE
YOUR INCENTIVE TO
EXTEND VACATIONS
BY KILLING RELATIVES.



AND MORE GOOD NEWS:
WE'RE CANCELING YOUR
LIFE INSURANCE SO YOUR
FAMILY WON'T TRY TO
SNUFF YOU OUT EITHER.



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DON'T MENTION ANY PROBLEMS WHEN YOU DO YOUR PRESENTATION TO SENIOR MANAGEMENT, ALICE.



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S. Adams

THEY MIGHT TRY TO SOLVE THE PROBLEMS DURING THE MEETING. THAT WOULD BE A DISASTER.



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AS FAR AS I CAN TELL, EVERY LAYER OF MANAGEMENT EXISTS FOR THE SOLE PURPOSE OF WARNING US ABOUT THE LAYER

ABOVE.



ARE YOU SAYING THEY HAVE A PURPOSE?

I PUT YOU IN FOR
A COMPLIMENT,
ALICE.

IT'S NOT AUTOMATIC.
THE APPLICATION MUST
BE APPROVED BY THE
EXECUTIVE REVIEW
COMMITTEE.

EXECUTIVE REVIEW COMMITTEE

I DON'T
THINK
SO.

WE DON'T WANT
THEM TO THINK
COMPLIMENTS
ARE AN
ENTITLEMENT.

THE RESULTS OF THE
EMPLOYEE SURVEY
HAVE BEEN TABULATED.



AS ALWAYS, EMPLOYEES
SAY THEY ARE UNDER-
PAID, BLAH, BLAH, BLAH,
AND MANAGEMENT IS
INCOMPETENT.



AND YOUR
BIZARRE,
UNWORLDLY
RESPONSE
WILL BE?

EVERYONE
GETS A
TRAVEL ALARM
CLOCK WITH
THE COMPANY
LOGO!





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BY
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CATBERT: EVIL H.R. DIRECTOR

WE'VE DECIDED TO
LOWER YOUR BASE
SALARY, WALLY.



5/10/97 E-mail: SCOTTADAMS@AOL.COM

I REALIZE THIS WILL
BE A HARDSHIP. BUT
IF YOU HAND ME YOUR
NECKTIE I'LL SHOW
YOU WHY THIS IS
BEING DONE.



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WHAT DID HE
SAY WAS THE
REASON?



"BECAUSE
I CAN."



THE NETWORK WENT
DOWN AND I LOST
MY WORK.

THE SERVER
CRASHED.

FROM NOW ON, I
WANT ADVANCED
NOTICE OF ANY
UNPLANNED OUTAGES.

AND I
NEED IT
YESTERDAY.

I USED TO
THINK THAT
WAS JUST A
FIGURE OF
SPEECH.

AS YOU REQUESTED,
HERE IS A SCHEDULE
OF ALL FUTURE UNPLANNED
NETWORK OUTAGES.



S. Adams E-mail: SCOTTADAMS@aol.com

I TOOK THE INITIATIVE
TO INCLUDE A SCHEDULE
OF ALL FUTURE SICK
DAYS, VOLCANIC
ERUPTIONS, EARTH-
QUAKES AND
HURRICANES.



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THIS IS THE POINT WHEN
YOU REALIZE HOW STUPID
YOUR REQUEST WAS AND
WE HAVE A GOOD LAUGH.



DOES CNN
KNOW ABOUT
THIS?

A PESSIMIST SAYS THE
GLASS IS HALF EMPTY.
AN OPTIMIST SAYS IT'S
HALF FULL.



DID YOU PUT YOUR
LIPS ON MY GLASS
AGAIN?



AND
THE
ENGIN-
EER
SAYS...

IT'S A GOOD THING
I PUT HALF OF MY
WATER IN A
REDUNDANT
GLASS.



ASOK THE INTERN

I INSTALLED CALENDAR
SOFTWARE ON OUR
NETWORK.



NOW YOU CAN SEE
EVERYONE'S SCHEDULE
AND EASILY SET UP
MEETINGS.



I SAY WE GRAB HIM
AND APPLY SOME CUBICLE
JUSTICE.

GOOD IDEA, BUT
I'M IN MEETINGS
UNTIL THE YEAR
3006.

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THE MORE WORK I
DO, THE MORE I'M
GIVEN.

COFFEE!

IT DOESN'T PAY TO
BE A TALENTED AND
HARD-WORKING
EMPLOYEE.

HOW'S IT PAY
TO BE YOU?

NOT BAD
ON AN
HOURLY
BASIS.



DILBERT



BY
SCOTT ADAMS

CAROL, COULD YOU CHECK
OUR POINTY-HAIRED
BOSS'S CALENDAR?

GRUMBLE

WE'D LIKE TO SCHEDULE
A CELEBRATION FOR
THE ENGINEERS WHO
GOT PATENTS.

GRUMBLE

WE'RE ALL AVAILABLE
ON THE SIXTH, NINTH,
TWENTIETH AND THE
TWENTY-FIRST.

I'LL SCHEDULE IT
FOR THE TENTH.
THAT'S THE ONLY
DAY HE CAN DO IT.

UM.... NONE OF THE
ENGINEERS CAN
MAKE IT ON THE
TENTH.

IT'S NOT
A PERFECT
WORLD.

WHEN'S THE PATENT
CELEBRATION?

SHUT UP

ON THE TENTH

WE SHOULD
DO THIS
MORE OFTEN

YEAH, I
LIKE CAKE..

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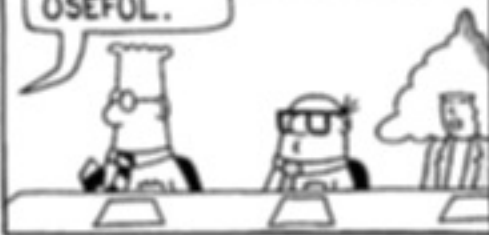
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EVERY DEPARTMENT IS
REQUIRED TO CREATE A
WEB PAGE FOR OUR
INTERNAL NETWORK.



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IT SHOULD INCLUDE
ENOUGH INFORMATION
TO BE DIFFICULT TO
MAINTAIN, BUT NOT
SO MUCH THAT IT'S
USEFUL.



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AS A SECURITY PRECAUTION,
WE'LL MAKE IT TOO DULL
AND UNORGANIZED TO
READ.



I SPENT ALL WEEK
TWEAKING HTML FOR
MY INTRANET WEB
PAGE. YOU SHOULD SEE
IT, MOM.

I CONVERTED THE VIDEO
OF MY BIRTH INTO AN
MPEG FILE. ANYONE
BEHIND THE FIRE WALL
CAN VIEW IT.

YOU SHOULD HEAR THE
NICKNAME THEY HAVE
FOR YOU
AT WORK!

YOU SHOULD
HEAR THE ONE
I HAVE FOR
YOU RIGHT NOW.

ALICE, I GAVE YOU A
LOW PERFORMANCE
RANKING BECAUSE
YOU HAVEN'T BOTHERED
ME ALL YEAR.



Salton's E-mail: SCOTTADAMS@aol.com

LOGICALLY, IF YOUR JOB
WERE DIFFICULT AND
IMPORTANT, YOU WOULD
HAVE BROUGHT ME
MANY ISSUES TO RESOLVE.



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CAN YOU THINK OF ANY
OTHER REASON I MIGHT
NOT BRING YOU ISSUES?



YEAH, LAZINESS.
BUT I GAVE YOU
THE BENEFIT
OF A
DOUBT.



CATBERT: EVIL H.R. DIRECTOR

I WAS SO GOOD AT MY JOB
THAT I NEVER NEEDED TO
BOTHER MY BOSS. BUT HE
GAVE ME A LOW RATING
BECAUSE HE DIDN'T
SEE ME STRUGGLING.



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I MUST REFER TO MY
HUMAN RESOURCES
BINDERS TO SEE HOW
TO DEAL WITH THIS.



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DON'T MIND THE STOP-
WATCH. I'M TESTING
MY THEORY THAT
PEOPLE GET DUMBER
EVERY MINUTE.



IT'S NOT SO SIMPLE,
DOGBERT. YOU ALSO
HAVE TO CONSIDER MY
"EMOTIONAL INTELLIGENCE,"
WHICH IS DEFINED IN A
BOOK I HAVEN'T
READ.



TWELVE
SECONDS.

GIVE ME THAT
WATCH, YOU
HOG!



MY OLD SLOGAN
WAS, "WORK
SMARTER NOT
HARDER."



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5. Adhwa

BUT PEOPLE KEPT
LEAVING FOR
COMPANIES THAT
PAY MORE FOR
LESS WORK.



WORK LIKE A
FRIGHTENED
IDIOT!

CATCHY.





DILBERT®

BY
SCOTT ADAMS



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I NEED A BULLET POINT
FOR YOUR MONTHLY
ACCOMPLISHMENTS,
WALLY.



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PUT ME DOWN FOR,
"LEVERAGED SYNERGY
ACROSS ALL TECHNOLOGY
PLATFORMS."



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THAT WAS YOUR
ACCOMPLISHMENT
LAST MONTH.



IT'S MORE OF A
JOURNEY THAN
A DESTINATION.



TODAY I'LL FIND
OUT HOW BIG MY
BONUS WILL BE.



AFTER ALL THE WORK
I DID ON THAT
PROJECT, I'M THINKING
FOUR DIGITS, MAYBE
FIVE.



LATER

HOW
MANY
DIGITS?



I USED ONE
ON EACH
HAND.



I NEED MY OWN
SECRETARY. I'M
TOO BUSY TO
HELP YOU UNLESS
I GET SOME
SUPPORT.



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TOO BUSY? YOU
HAVEN'T DONE ANY
WORK FOR ME IN
SIX MONTHS.



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OH, SUDDENLY
THIS IS ABOUT
YOU?



CAROL, DO YOU KNOW
WHY MY RAISE HASN'T
SHOWED UP IN MY PAY
YET?

I HAVEN'T
SUBMITTED THE
PAPERWORK.

I'M TOO BUSY TO DO IT.
MAYBE YOU SHOULD
TALK TO MY BOSS
ABOUT GETTING ME
A SECRETARY.

CAROL, YOU ARE
THE SECRETARY.

THAT'LL COST
YOU ANOTHER
MONTH.

MY RAISE DIDN'T GO
THROUGH BECAUSE YOUR
SECRETARY DIDN'T DO
THE PAPERWORK.



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I DEMAND THAT YOU
INITIATE DISCIPLINARY
ACTIONS AGAINST
HER!



I'LL TRY,
BUT...



CAROL, COULD YOU
GET ME ONE OF THOSE
DISCIPLINARY ACTION
FORMS?



SURE, RIGHT
AFTER MY
SKI TRIP TO
HELL.



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THIS IS
WENDY,
MY NEW
SECRETARY.

I DIDN'T KNOW
SECRETARIES
COULD HAVE
SECRETARIES.

NOW WILL YOU HAVE
TIME TO PROCESS MY
PAY INCREASE? IT'S
BEEN ON YOUR DESK
FOR THREE MONTHS.

HA HA
HA HA HA
HA HA HA

HERE'S
ANOTHER
CASE WHERE
MORE IS NOT
BETTER.

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DILBERT®



BY
SCOTT ADAMS



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YOU DIDN'T
GIVE ME YOUR
FIVE-YEAR
BUDGET FORE-
CAST.

YOU
DIDN'T
ASK FOR
ONE.



IT WAS DISCUSSED
AT THE PROJECT
REVIEW MEETING.

YOU DIDN'T
INVITE ME TO
THAT MEETING.



DID YOU
ACCOMPLISH
ANYTHING
THIS WEEK?

I TRAINED THE
BATS WHO LIVE
IN MY CUBICLE
TO JUGGLE
MUSHROOMS.



I'D LIKE TO START THE MEETING WITH A WHINY, UNANSWERABLE QUESTION.



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WHY CAN'T ANYONE MAKE A DECISION AROUND HERE?!



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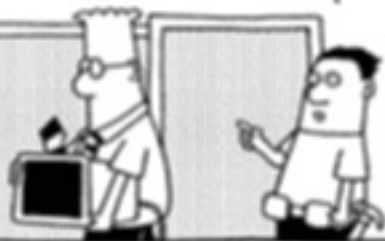
THAT WAS GOOD.

MY LITTLE INTERN IS ALL GROWN UP.

SNIFF



HEY, THAT'S A UNION
JOB. PUT IT DOWN OR
I'LL FILE A GRIEVANCE.



I'M ONLY MOVING IT TEN
FEET. IF I WAIT FOR
A UNION PERSON, I'LL
BE UNABLE TO DO MY
JOB FOR A WEEK.



WATCH
ME NOT
CARE.

IF ANYONE
SEES YOU
MOVE THE
PC TONIGHT,
TRY SAYING
YOU'RE
JOHNNY CASH.



MAYBE I
SHOULD JUST
USE THE
ELEVATOR.



THE BOLD COMMANDO
STEALTHILY RELOCATES
HIS PC AT NIGHT, THUS
THWARTING BURDENSOME
UNION RULES.

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5/2/97

FREEZE,
MISCREANT.

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I HOPE
THIS
WORKS.

YOU DON'T
LOOK LIKE
JOHNNY
CASH TO ME.

YOU'RE ACCUSED OF STEALING
A COMPUTER. WE'LL
REDUCE THE CHARGE TO
"LEWD CONDUCT WITH
APPLIANCES" IF YOU'LL
PLEAD GUILTY.



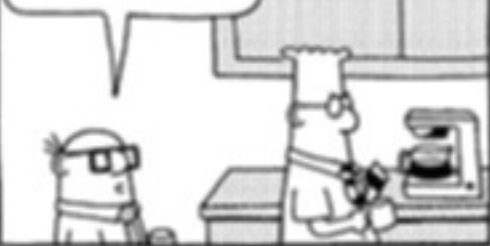
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THAT SOUNDS FAIR.
PEOPLE WILL UNDER-
STAND IT'S JUST A
PLEA BARGAIN.



WOULD YOU
LIKE A
MINUTE
ALONE WITH
"MR. COFFEE"?

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I'VE DECIDED TO
ABANDON LOGIC
AND MANAGE BY
CLICHÉS.



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IT WON'T BE EASY,
BUT I'LL TAKE IT
ONE BIRD AT A
TIME.



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AND REMEMBER,
THE CUSTOMER IS
ALWAYS RIGHT-
HANDED.





DILBERT



BY
SCOTT ADAMS



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I HAD TO PROMISE THE CUSTOMER WE COULD BUILD THE THING IN A MONTH EVEN THOUGH YOU SAID IT WAS IMPOSSIBLE.



I'LL SOLVE THE TIMING PROBLEM BY SHIFTING BLAME TO ENGINEERING WHILE SPENDING THE HUGE BONUS I GOT FOR THE SALE.



YOUR PLANNING HAS IMPROVED.

BEGINNING BLAME TRANSFER NOW...



I'M TOTALLY FRAZZLED.
THERE SIMPLY ISN'T
ENOUGH TIME IN THE
DAY TO MEET MY
UPCOMING
DEADLINES.



LET'S HAVE AN ALL-DAY
MEETING OFF-SITE
SO I CAN EXPLAIN
WHY THE DEADLINES
ARE SO IMPORTANT.



SO, YOUR THEORY IS THAT
I'LL HAVE MORE TIME IN
THE DAY IF YOU EXPLAIN
SOMETHING I ALREADY
KNOW?

I DON'T
HAVE A LOT
OF TOOLS HERE.



HAVE YOU SET UP OUR
OFF-SITE MEETING SO WE
CAN TALK ABOUT HOW
OVERWORKED YOU ARE?



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I WAS THINKING WE
SHOULD INVITE THE
REST OF THE STAFF, TOO.
WE CAN DISCUSS OUR
MISSION STATEMENT,
MAYBE HAVE A
SACK
RACE.



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DID YOU KNOW THAT
IF YOU'RE A STATE
TROOPER, YOU CAN SHOOT
ANY ANIMAL THAT'S
BEEN HIT BY A CAR?



I'VE HEARD THAT SOME
PRIMITIVE CULTURES
HAD NO MATHEMATICAL
CONCEPT OF "ZERO."



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SOMETIMES I THINK
YOU'RE LIKE THAT
WHEN I TELL YOU
I HAVE ZERO TIME
LEFT FOR ADDITIONAL
WORK.



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THE CONVERSATION WENT
DOWNHILL FROM THERE.

NO, THAT'S "ZORRO."
YOU'RE NOT LIKE
ZORRO!!



DILBERT ASKED ME TO
SPEAK TO YOU ABOUT
THE PROJECT PLAN
YOU CREATED WITHOUT
HIS INPUT.



IT'S IMPOSSIBLE,
YOU ARROGANT
BABOON!!!



LEAN OVER
HERE SO I
CAN SLAP
YOU.

I'M HAVING
FLASHBACKS
TO MY
HONEYMOON.



AS YOU REQUESTED,
I HAVE LEARNED
TO "DO MORE WITH
LESS."



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I'M DOING MORE
UNNECESSARY WORK,
WITH LESS PLANNING,
LESS INTELLIGENCE,
AND LESS GUILT.



I HATE THE FIRST STAFF
MEETING AFTER BUDGET
CUTS.

AND LESS
CAREER
ASPIRATION,
TOO!



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DILBERT®

BY

SCOTT ADAMS



OUR NEW CEO
WILL BE ANNOUNCED
TODAY, DOGBERT.

RUMOR HAS IT THAT THEY
PICKED A TALL CAUCASIAN
MALE WITH NO
EXPERIENCE IN OUR
INDUSTRY.

I CAN'T WAIT
TO HEAR THE
BIZARRE LOGIC
BEHIND THIS
CHOICE.

I LIKE YOUR
NECKTIE.. IS
IT NEW?

SHUT
UP.

OUR NEW CEO HAS NEVER
WORKED IN OUR INDUSTRY,
BUT THAT'S EXACTLY
WHAT WE WERE LOOKING
FOR...

... BECAUSE WE WANTED
A CEO WHO DOESN'T
KNOW WHAT CAN'T
BE DONE!

OTHER
HAND—
OTHER
HAND.

WHY?

HE LOOKS A BIT
OVERQUALIFIED.

I REALLY TOOK THE
WRONG APPROACH
ON MY RÉSUMÉ.

RATBERT, I'M GOING
BACK INTO THE CONSULT-
ING BUSINESS AND I
NEED YOU TO BE MY
ENGAGEMENT MANAGER.



YOU'LL SEEM VERY SMART
IF YOU RANDOMLY
COMBINE THE WORDS
ON THIS LIST AND MAKE
MANY REFERENCES TO
"WAL-MART."



IT'S LIKE "WAL-MART."
MIGRATE YOUR VALUE
INTO THE WHITE SPACES
OF THE ECOSYSTEM.



RATBERT THE CONSULTANT

"WAL-MART'S" BUSINESS STRATEGY WAS VERY SUCCESSFUL. YOU CAN LEARN FROM THEIR EXAMPLE.



DOES THEIR STRATEGY INVOLVE SITTING AROUND AND MAKING IRRELEVANT COMPARISONS TO OTHER COMPANIES?



ALL I KNOW FOR SURE IS THAT THEY DON'T LET RATS TRY ON ALL THE PANTYHOSE IN THE STORE.



RATBERT THE CONSULTANT

YOUR STRATEGY OPTIONS
CAN BE SHOWN IN THIS
MATRIX.



J. Adams E-mail: SCOTTADAMS@aol.com

THE FOUR BOXES
ARE "SOMETHING...
SOMETHING... SOME
OTHER THING AND
WHATEVER."



IN PHASE TWO I HOPE
TO TURN THIS MATRIX
INTO CONCENTRIC

I'M UNDER
THE CONSUL-
TANT'S
SPELL.

CIRCLES WITH
LABELS AND
ARROWS.



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RATBERT THE CONSULTANT

I AM UNDER YOUR
CONSULTING
SPELL.

REALLY?



YOUR OVERLY COMPLICATED
MATRICES AND DIAGRAMMS
HAVE CONVINCED ME OF
YOUR INTELLECTUAL
SUPERIORITY.



I AM AFRAID TO ACT
WITHOUT
YOUR
APPROVAL.

DID I SAY
YOU COULD PUT
YOUR ARMS UP
LIKE THAT?



OUR BOSS HAS FALLEN
UNDER THE SPELL OF
A CONSULTANT.

MUST... MAKE
ASSUMPTIONS

MUST... WRITE... LARGE
CHECKS TO CONSULTANT...
BECAUSE... EMPLOYEES...
ARE ... MORONS.

JUST BECAUSE WE PAY
INEXPERIENCED STRANGERS
TO TELL US HOW TO DO OUR
JOBS, THAT
DOESN'T MEAN
WE'RE
MORONS!

YEAH!

IT'S A
COINCI-
DENCE.

RATBERT THE CONSULTANT

NOW THAT YOU'RE UNDER MY SPELL, I'D LIKE TO SIT ON YOUR HEAD AND PLAY BULLDOZER.



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5/9/97

MAKE SOME ENGINE NOISES WITH YOUR LIPS!

HA HA!!



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DO YOU THINK OUR CONSULTANT HAS TOO MUCH POWER?

NAH. HE'S BARELY MOVING THAT FILE CABINET.





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BY
SCOTT ADAMS



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AND NOW FOR THE MOST
ABSURD ACTIVITY OF THE
WEEK: THE TIMECARD.



THERE'S NO PROJECT CODE
FOR "STARING AT THE WALL
AND FRETTING ABOUT
THE REORGANIZATION."
I'LL CALL IT "TRAINING."



BEFORE I WORKED HERE
I WASN'T A THIEF OR
A LIAR.

YOU CAN'T GET
THAT KIND OF
TRAINING IN
SCHOOL.



I AM YOUNG AND
INEXPERIENCED, SO
PLEASE EXCUSE THIS
NAIVE QUESTION,
ALICE...



YOU SPEND HOURS EVERY
DAY "DOING E-MAIL."
HOW DOES THIS CONTRIB-
UTE TO NET AFTER-TAX
EARNINGS?



DAY I LEARNED THAT
ALICE CAN STUFF MY
ENTIRE BODY INTO ONE
SHIRT SLEEVE.



I CAN'T LET YOU
TELECOMMUTE BECAUSE
THEN I WOULDN'T
BE ABLE TO MANAGE
YOU.



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YOU'RE MANAGING
ME RIGHT NOW, AND
ALL IT'S DOING IS
PREVENTING ME
FROM WORKING.



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AND YOUR
POINT
WOULD
BE...?



JUST
BEYOND
YOUR GRASP.



I NEED YOUR HELP
TO NEGOTIATE WITH
MY BOSS FOR MORE
TELECOMMUTING DAYS.



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I'M TOO LOGICAL
TO BE A GOOD
NEGOTIATOR. YOU
NEED SOMEONE
WHO IS RELENT-
LESSLY IRRATIONAL.



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DOGBERT SAYS YOU'RE
AN EXCELLENT
NEGOTIATOR, RATBERT.



I'M
INSULTED!!



I'M HERE TO NEGOTIATE FOR MORE TELECOMMUTING DAYS.



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MY NEGOTIATING STRATEGY IS TO HAVE RATBERT SAY SUCH ILLOGICAL THINGS THAT IT DRAINS YOUR WILL TO ARGUE.



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YOU CAN'T WORK AT HOME BECAUSE YOU MIGHT DO UNPRODUCTIVE THINGS THERE.

I'VE LOST MY WILL TO ARGUE.



I CONVINCED MY
BOSS TO LET ME
TELECOMMUTE.

HOW?

WELL, TECHNICALLY,
I CALLED IN SICK,
WHICH COMES OUT OF
MY TIME BANK FOR
TOTAL DAYS OFF.

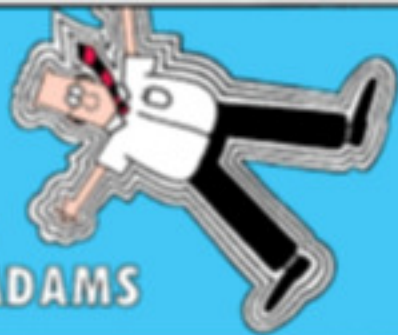
SO, TECHNICALLY, I'M
WORKING FOR NOTHING,
BUT I'M AHEAD IN
PRINCIPLE.

WAY AHEAD,
NOW THAT
STUPIDITY IS
A PRINCIPLE.



DILBERT®

BY
SCOTT ADAMS



IT'S NOON. LET'S
GRAB A SANDWICH
AT THE CAFETERIA.



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OKAY, BUT MAKE
SURE THAT'S ALL
YOU GRAB. I'D
LIKE TO KEEP THIS
ON A PROFESSIONAL
BASIS.



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AND I'LL
NEED TO
BORROW
FIVE
DOLLARS.

HE'S LIKE
A BEAUTIFUL,
UNTAMED
BEAST.

SIGH



I ALWAYS FALL FOR
THE WRONG GUYS. I'M
A JERK MAGNET.



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5/1/07

TINA, THE TURKEY IN
YOUR SANDWICH IS
ALREADY DECEASED.
YOU DON'T HAVE TO
TALK IT TO DEATH.



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I MUST
DISGUISE
MY
AROUSAL.

HEY, LOOK!
WE'RE EATING
EXACTLY THE
SAME QUANTI-
TIES FOR
LUNCH!



ALICE, I THINK
I'M DEVELOPING
A CRUSH ON
DILBERT.

IS THAT
SO WRONG?

APPARENTLY
IT IS.

I HAVE A
REPORT OF A
TECH WRITER
DESIRING AN
ENGINEER.

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YOU ARE GUILTY OF
BEING A TECHNICAL
WRITER WITH AN
UNNATURAL ATTRACTION
TO AN ENGINEER.

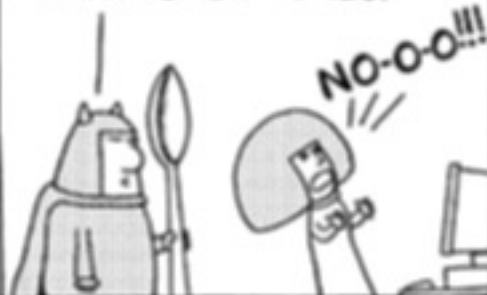


IT'S NOT A MAJOR
SIN, SO YOU ONLY
GO TO HECK. I'M
PHIL, THE PRINCE
OF INSUFFICIENT
LIGHT.

HECK



SIT DOWN AND TYPE,
"I PROACTIVELY
LEVERAGE MY SYNERGIES,"
A HUNDRED TIMES.



IT'S CALLED A "SMART CARD," AND WE SHOULD BUILD OUR NEXT PRODUCT TO HANDLE THIS SORT OF PAYMENT TECHNOLOGY.



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I'VE NEVER SEEN THAT HAPPEN.

HIS BODY REJECTED THE "SMART CARD."



I'VE INVENTED A QUANTUM
COMPUTER, CAPABLE OF
INTERACTING WITH MATTER
FROM OTHER UNIVERSES
TO SOLVE COMPLEX
EQUATIONS.



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5-Adams

ACCORDING TO CHAOS
THEORY, YOUR TINY
CHANGE TO ANOTHER
UNIVERSE WILL SHIFT
ITS DESTINY,
POSSIBLY KILLING
EVERY
INHABITANT.



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SHIFT HAPPENS.

FIRE
IT UP.





DILBERT®

BY
SCOTT ADAMS



WHOA ... I FOUND
A HUGE BUG IN
OUR NEW SOFTWARE
PRODUCT.



I COULD ALERT THE
DEVELOPMENT TEAM
AND WORK MANY
HOURS OF UNPAID
OVERTIME TO FIX
IT...



OR I COULD SURF OVER
TO MY ONLINE
BROKERAGE SERVICE
AND BUY STOCK IN
OUR COMPETITION.



ARE YOU
GOING TO
LUNCH?

NO, I HAVE
TO DO AN
ANALYSIS.



WHEN WALLY WORKS
THROUGH LUNCH...

IT'S TIME
TO BUY STOCK
IN OUR
COMPETITION.



WALLY'S WORKING
THROUGH LUNCH!

QUICK! TO THE
ONLINE BROKER-
AGE SERVICE!



OUR COMPETITOR IS UP
TEN POINTS ON NO
NEWS. WE'RE UP TWO,
MAYBE FROM THE
INDUSTRY HALO EFFECT.



...OR MAYBE OUR NEW
COMPENSATION PLAN
IS MOTIVATING
SMARTER
BEHAVIOR.

I THINK
YOU
NAILED
IT.



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I STUDIED YOUR TECHNICAL
RECOMMENDATION AND
DECIDED IT'S
IMPOSSIBLE.

I ALREADY
DID IT.

IT WILL
NEVER
WORK.

IT'S WORKING
PERFECTLY.

YOU SPELLED
THIS WORD
WRONG.

THAT'S A
NUMBER.

SAFETY E-MAIL: SCOTTADAMS@AOL.COM

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AVOID THE POINTY-
HAired BOSS TODAY.
I PROVED HIM WRONG
ABOUT SOMETHING.



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OH, TERRIFIC. NOW
HE'S IN A STATE OF
BOSS DISEQUILIBRIUM
UNTIL HE PROVES HE'S
RIGHT ABOUT
SOMETHING.



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THEY'RE PHOTOCOPIES!
YOU DON'T NEED TO
PROOFREAD
EACH ONE!



WE PLAN TOO MUCH.
FROM NOW ON WE'LL
HAVE A BIAS FOR
ACTION.



I WANT POSTERS
THAT PROCLAIM
OUR COMMITMENT
TO ACTION. AND
I WANT THEM SOON!



"MEASURE ONCE. CUT
TWICE."

I LIKE
IT.

TOLD
YOU



WHEN I WAS YOUR AGE,
WE HAD THINGS CALLED
"PROMOTIONS" AND
"RAISES."



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THESE DAYS YOU CAN
ONLY GET AHEAD BY
LEAVING THE COMPANY
FOR A YEAR THEN
COMING BACK AS
A HIGH-LEVEL
MANAGER.



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SO THE THEORY MUST
BE THAT ANYONE WHO
WOULD RETURN TO THIS
COMPANY IS...

A MORON.
CORRECT.



PROFITS ARE DOWN.
MORALE IS LOW.
WHAT IS THE ROOT
PROBLEM?



IT'S GOT TO BE THOSE
ANTI-MANAGEMENT
CARTOONS THE
EMPLOYEES HANG
ON THEIR CUBICLE
WALLS!



AND THEY
AREN'T
EVEN
FUNNY.

THIS ONE
HAS OUR
MISSION
STATEMENT.



I'M BANNING THE
POSTING OF ANTI-
MANAGEMENT
CARTOONS IN THE
OFFICE. THEY HURT
MORALE.



YOU'RE
BANNING
HUMOR TO
RAISE
MORALE?

IS THERE
SOMETHING
WRONG WITH
THAT?



IT'S THE
SUBJECT
OF TODAY'S
CARTOON.

AND YOU
SEE HOW
IT'S NOT
FUNNY?





DILBERT®



BY
SCOTT ADAMS



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WALLY, I FORGOT TO TELL
YOU THAT ALL OF THE
PROJECT REQUIREMENTS
CHANGED.



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5/1/07

WHAT?!! ALL MY
WORK WAS
FOR NOTHING?!!



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HE ACTUALLY
BELIEVES
YOU DID
WORK?

I THINK I'LL
GET SOME
HOMEMADE
COOKIES OUT
OF THIS!



HEY, DILBERT!
YOU'LL NEVER BE
HUNGRY AS LONG AS
YOU'RE WORKIN' IN
THIS STRIP...



...`CAUSE
YOU'RE SURE OF
THREE SQUARES
EVERY DAY!



4/4/97

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SOME OF
US HAFTA
KEEP GOIN'
AROUND IN
CIRCLES!



-SECURITY?

Bill Klemm
FAMILY CIRCUS

IN ORDER TO REDUCE
EXPENSES, ONLY THE
EMPLOYEES IN ESSENTIAL
JOBS MAY HAVE
BUSINESS CARDS.



S. Adams www.unitedmedia.com

I'D BETTER ORDER
SOME BUSINESS
CARDS TO FIND OUT
IF I'M "ESSENTIAL."



CAROL, ORDER SOME NEW
BUSINESS CARDS FOR
ME.

OOH. NO CAN DO.
BUT YOU CAN
BORROW SOME
OF MINE.



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I HATE TO INTERRUPT
YOUR LOUD CONVERSATION
OUTSIDE MY CUBICLE...

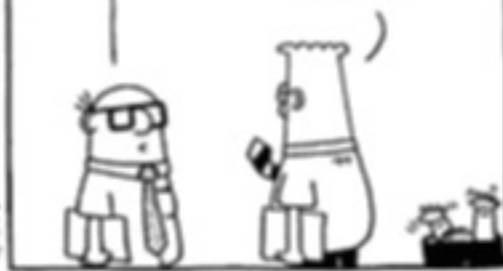


BUT IF YOU DON'T GO
AWAY, I'LL POUND YOUR
INCONSIDERATE HEAD SO
FAR INTO YOUR TORSO
THAT YOU HAVE TO DROP
YOUR PANTS TO SAY HELLO.



DID YOU
JUST HEAR
A STRANGE
NOISE?

IT SOUNDED
LIKE,
"MELP!
MELP!"



I'M SENDING YOU
TO A TRAINING
COURSE THAT RUNS
AT NIGHT SO YOU
WON'T MISS ANY
WORK.



IT MIGHT SEEM LIKE
AN IMMORAL ABUSE
OF MY POWER, BUT
I LIKE TO CALL IT
"A MUTUAL INVESTMENT
IN YOUR CAREER."



MUST...
CONTROL...
FIST...OF...
DEATH...

AND THEY
HAVE VENDING
MACHINES IF
YOU GET
HUNGRY!



COMPANY TRAINING

LET'S GO AROUND THE ROOM AND WE'LL EACH SAY WHAT WE HOPE TO LEARN.



I HOPE TO LEARN WHETHER THAT THING ON YOUR HEAD IS A BAD TOUPEE, A DEAD ANIMAL, OR A HIDEOUS FREAK OF NATURE.



CAN I CALL THAT "GENERAL"?





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BY
SCOTT ADAMS



DOGBERT PRESENTS
THE LIFE CYCLE OF
A BUSINESS
IDEA



THE BRAIN CREATES AN IDEA.



THE MOUTH — OPERATING
INDEPENDENTLY OF THE
BRAIN — CREATES WORDS.

LET'S FORM PROACTIVE
SYNERGY RESTRUCTURING
TEAMS.

THE WORDS ARE WRITTEN
ON LARGE PAPER.

IDIOT.



THE LARGE PAPER IS
DELIVERED TO A BITTER
SECRETARY.

PLEASE?

GRRR

THE SECRETARY TYPES IT.

"LET'S... FORM...
PROTEIN... SYMPHONY
REACTIONARY...
TEENS."

CLOSE
ENOUGH

THE TYPED NOTES ARE
DELIVERED TO THE STAFF.

DROP IT IN THE
"TO DO BASKET."

REPEAT.



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ALICE, YOUR PERFORMANCE
IS GOOD, BUT YOU MUST
LEARN TO DEAL WITH
AMBIGUITY.

DID I JUST GET
BLAMED FOR YOUR
INDECISIVE LEADER-
SHIP?

I'M NOT INDECISIVE;
I'M FLEXIBLE.

THAT WOULD
EXPLAIN HOW
YOUR HEAD
GOT WHERE
IT IS.

HERE'S THE NEW ORG
CHART. I HAD TO
REARRANGE THE LAYOUT
TO MAKE IT FIT.



WHY IS MY BOX LOWER
THAN ALICE AND WALLY'S?

IT MEANS
NOTHING...
NOTHING
AT ALL.



OKAY, WHO TOLD YOU
THAT EVERY YEAR I FISH
YOUR SECRETARIES' DAY
CARD OUT OF YOUR TRASH
AND SAVE IT FOR NEXT
TIME?

WHAT?



THE NEW ORG CHART HAS
MY NAME LOWER THAN
YOURS, BUT IT DOESN'T
MEAN ANYTHING.



5-AD-03 E-mail: SCOTTADAMS@aol.com

SEE? IT WOULDN'T
ALL FIT ACROSS THE
PAGE. IT'S JUST A
GRAPHICAL LAYOUT
THING, THAT'S ALL.



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HEY, DIL-BOY, PUT A
HEAD ON THIS AND
FETCH MY
MAIL.

ARE YOU
ASKING
ME TO BE
YOUR
MENTOR?



I NOTICE THAT THE NEW
ORG CHART HAS YOUR
BOX LOWER
THAN BEFORE.

IT MEANS
NOTHING.

PERHAPS. BUT YOUR
BOX SEEMS SMALLISH.
AND YOUR REPORTING
LINE BRUSHES AGAINST
MY BOX.

IT MEANS
NOTHING.

NO, I'M SURE THIS
MEANS I'M YOUR
NEW BOSS.

I WONDER IF I
KILLED SOMEONE
IN A PREVIOUS
LIFE.

I DON'T CARE WHAT IT
"LOOKS" LIKE ON THE
ORG CHART! YOU'RE AN
INTERN, NOT MY BOSS!



I JUST SAW THE NEW
ORG CHART. CONGRAT-
ULATIONS ON YOUR
PROMOTION, ASOK!



LET'S GO
MAKE SOME
STRATEGIES
AND PRETEND
IT'S WORK!

NOT SO
LOUD. THE
L-U-S-E-R
MIGHT
HEAR.



CAROL, I DON'T MEAN
TO BE CRITICAL ABOUT
THE DEPARTMENT
PHONE LIST YOU PUT
TOGETHER...



BUT IT'S TRADITIONAL
TO LIST PEOPLE
ALPHABETICALLY, NOT
SORTED BY PHONE
NUMBER.



BECAUSE
WHAT
POSSIBLE
USE...?



INCOMING
CALL FROM...
LET'S SEE...
IT'S WALLY... I
CAN IGNORE
IT.





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HERE'S MY
PROJECT PLAN
AS YOU
REQUESTED.

OUR TEAM IS ALREADY
WORKING DAY AND
NIGHT ON OTHER
PROJECTS.

I ASSUMED WE'D GIVE
UP EATING, SLEEPING
AND BATHING TO FIT
THIS IN.

BY THE SECOND WEEK
WE'LL BE STARVING,
DELIRIOUS AND
STINKING.

WE'LL BE LIKE WILD,
UNPREDICTABLE
ANIMALS.

SPECIFICALLY, WE'D BE
LIKE WILD CHIPMUNKS.
NONE OF US ARE VERY
AGGRESSIVE.

THIS CLIP-ART
REPRESENTS US IN
WEEK THREE AS A
PILE OF DEAD CHIPMUNKS.

NOW HE
WANTS IT
IN TWO
WEEKS?

NEVER MIX
SARCASM WITH
GOOD CLIP-ART.

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ALICE, I NEED
THIS ASAP.



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ASAP? DOES THAT
STAND FOR A STUPID-
ACTING PERSON, I.E.,
SOMEONE WHO IGNORES
TASKS UNTIL THE DEAD-
LINE?



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THAT WAS
EMBARRASSING.
I HOPE THE OTHER
THINGS I SAY
DON'T MEAN
ANYTHING.



CATBERT: EVIL H.R. DIRECTOR

THE COMPANY HAS TAKEN
OUT A LIFE INSURANCE
POLICY ON YOU, WALLY.



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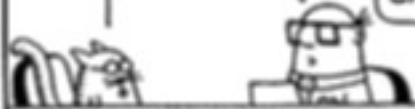
WE PAY THE PREMIUMS
AND WE COLLECT THE
INSURANCE WHEN YOU
DIE.

IS THIS BECAUSE
I'M SO VALUABLE
TO THE COMPANY?



IT'S BECAUSE
WE THINK YOU'LL
BE MORE
VALUABLE
DEAD.

THIS IS
EXACTLY WHY
I DON'T LIKE
CATS.



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THERE'S BEEN A LOT OF
JOKING AND GRUMBLING
SINCE THE COMPANY TOOK
OUT LIFE INSURANCE
POLICIES ON ALL OF YOU.



SO WE'RE HAVING
THESE CATERED LUNCH
MEETINGS TO DISCUSS
YOUR FEELINGS.



DO YOU WANT THE
MAD COW BURGER OR
THE CHICKEN BONE
SURPRISE?



I FOUND ANOTHER
DEAD EMPLOYEE IN
THE CONFERENCE
ROOM.



I DON'T KNOW WHAT
GOT HIM - THE BOREDOM
OR THE HARD WORK.
BUT HEADCOUNT IS
DOWN ONE AND THE
COMPANY HAS LIFE
INSURANCE ON

HIM!



IT LOOKS LIKE
I FOUND MY
"EMPLOYEE OF
THE WEEK."



CATBERT: EVIL H.R. DIRECTOR

WALLY, THE COMPANY
BOUGHT A LIFE
INSURANCE POLICY
ON YOU.

OUR PLAN IS TO RAISE
YOUR BLOOD PRESSURE
TO DANGEROUS LEVELS.

DID YOU KNOW THAT OUR
CEO MAKES FIFTY TIMES
YOUR SALARY EVEN
THOUGH OUR STOCK IS
DOWN?

ow!
ow!
ow!

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YOUR SUCCESS AT WORK
DEPENDS ON WHAT
YOU HAVE IN YOUR
HANDS WHEN YOU
WALK AROUND.



A COFFEE CUP IS BAD.
A DOCUMENT IS GOOD.
A CIGARETTE IS BAD.
A BINDER IS GOOD.
BUT THE VERY WORST
THING ...



IT DOESN'T LOOK
LIKE YOU'RE HEADING
FOR THE FAST TRACK,
WALLY.

ACTUALLY, I
AM, UNLESS
IT'S OCCUPIED.



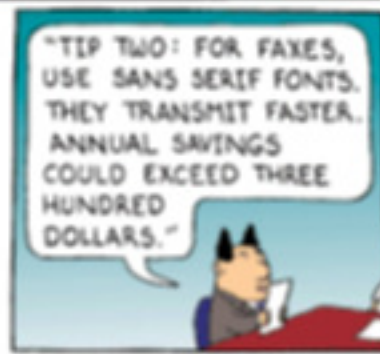


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MY STUDY SHOWS THAT
THE COMPANIES WITH
"FAMILY FRIENDLY"
POLICIES HAVE HIGHER
PROFITS.



QUESTION: DO FAMILY
POLICIES CAUSE HIGH
PROFITS OR DO HIGH
PROFITS SIMPLY
CAMOUFLAGE THE TRUE
COSTS OF THE POLICIES?



WE'LL TAKE A FIVE-
MINUTE BREAK
SO THE MARRIED
PEOPLE CAN SLAP
YOU FOR ASKING
THAT.



OUCH!

THIS SO-CALLED "FAMILY FRIENDLY" POLICY IS LIKE A TAX ON CHILDLESS PEOPLE.



YOU GET CHILD-CARE; I GET LOWER PROFIT-SHARING. YOU GET TIME OFF FOR FAMILY; I GET TO PICK UP YOUR SLACK ...



I'M A VICTIM, BUT IN SOME STRANGE WAY I'M ENJOYING IT.



THEN YOU'LL LOVE THIS.

I'M GOING HOME EARLY
BECAUSE MY KID IS
SICK.



REMEMBER, WE
HAVE A NEW
"FAMILY FRIENDLY"
POLICY.

WE
DO?



IS THAT WHY MY
FAMILY SEEMS
SO FRIENDLY?

MAYBE,
BUT I'D
TEST 'EM
FOR
DRUGS.



CATBERT: EVIL H.R. DIRECTOR

I'M BEING DISCRIMINATED AGAINST BECAUSE I TAKE TIME OFF FOR FAMILY EMERGENCIES.



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I'LL HANDLE THIS BY TELLING YOUR BOSS THAT YOU RATTED HIM OUT TO THE DIRECTOR OF HUMAN RESOURCES.



I THOUGHT WE HAD A "FAMILY FRIENDLY" POLICY.



THE KEY WORD IS FRIENDLY. YOU'VE BEEN ACTING AS IF YOU LOVE YOUR FAMILY.



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GOOD NEWS! OUR
BUSINESS PLAN IS
IN COMPLETE
DISARRAY!



FREE TIME!! NO
DELIVERABLES!!!
AND IT'S NOT
OUR FAULT!



YIPPEE!!



DO YOU REALIZE THAT
ALL OUR JOY COMES
FROM PERVERSE
SOURCES?

I DIDN'T KNOW
THERE WAS AN
ALTERNATIVE.



ALICE, OUR BUSINESS PLAN
IS IN COMPLETE DISARRAY
SO WE'RE TAKING A
THREE-HOUR LUNCH. WANT
TO JOIN US?



NO, I'VE GOT TO WORK
HARDER THAN EVER TO
TURN THIS SITUATION
AROUND!



SOMETIMES IT'S HARD
TO DISTINGUISH
BETWEEN
DEDICATION
AND
INSANITY.



WHICH
ONE ARE
WE?



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HERE'S YOUR LIST OF
FAKE ACRONYMS
FOR THE STAFF
MEETING.

TRY TO KEEP A
STRAIGHT FACE
WHEN YOU USE
THEM.

I'VE GOT A FEW
ACTION ITEMS.
WHO ISN'T BUSY?

I'D BE ALL OVER
IT BUT I NEED
TO PREPARE A
BTR FOR THE
CPD MEETING.

I'D LOVE TO HELP
BUT THIS IS XRP
WEEK FOR THE
ENTIRE LOQ.

MY SPOD HAS
TOO MUCH
FLEEM.

WHAT?

ARRRR

THAT
WAS
SMOOTH.

HEY, IF I COULD
LIE I'D BE IN
MARKETING.

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IT'S TIME NOW FOR
THE WALLY REPORT,
A WEEKLY STATUS
UPDATE.



MY INCOME IS 80% OF
INDUSTRY AVERAGE,
ENTHUSIASM IS AT 63%
OF CAPACITY AND MY
EGO SHIELD IS HOLDING
AT 15%.



YOUR ENTHUSIASM
IS UP FROM LAST
WEEK.

SOMEONE LEFT
THE SUPPLY
CABINET
UNLOCKED!



GOOD NEWS
ABOUT YOUR
COMPENSATION
PLAN...

I HATE GOOD
NEWS ABOUT
MY COMPEN-
SATION PLAN.

TWENTY PERCENT OF
YOUR PAY WILL NOW
BE IN THE FORM OF
STOCK OPTIONS
INSTEAD OF CASH!

TO GET YOUR STOCK
OPTIONS, SIMPLY
SIGN THIS UPDATED
EMPLOYMENT
AGREEMENT.

WHY DOES
GOOD NEWS
FEEL LIKE A
MUGGING?

MY COMPANY WON'T GIVE
ME MY STOCK OPTIONS
UNLESS I SIGN THIS
NEW EMPLOYMENT
AGREEMENT.

HERE.

YADA, YADA,
YADA, YADA,
YADA, YADA,
YADA, YADA,
YADA, YADA.

WHAT
DO
YOU
THINK?

I'M NOT
READING IT.
I JUST LIKE
TO LOOK AT
DOCUMENTS
AND GO YADA,
YADA, YADA.

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YOU WANT ME TO
SIGN AN AGREEMENT
THAT I WON'T WORK
FOR A COMPETITOR
FOR FIVE YEARS IF
I LEAVE HERE?



NO PROBLEM.
HERE YOU
GO.

THIS IS
TOO
EASY.



I HAVEN'T DONE ANY
WORK HERE FOR
FIVE YEARS, SO
HOW HARD COULD
IT BE?

NEW
GAME?



I WANT YOU TO WORK
WITH OUR MARKETING
PEOPLE TO DESIGN A
PRODUCT BROCHURE.

GROAN

REMEMBER, WHAT WE
DO HERE MIGHT SEEM
LIKE CRIMINAL FRAUD
BUT IT'S NOT. IT'S
MARKETING!

OKAY,
AS LONG
AS IT'S
NOT
WRONG...

HERE'S A JAR
TO KEEP YOUR
CONSCIENCE IN.
I'LL PUT IT IN
THE CLOSET
WITH MINE.

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DESIGNING A BROCHURE

WE'LL WANT TO EMPHASIZE THE THINGS THAT MAKE OUR PRODUCT UNIQUE.

GOOD
GOOD

LET'S SEE... WE HAVE
HIGHER PRICES... STALE
TECHNOLOGY... FEWER
FEATURES... AND IT'S
HARD TO USE.

CAN YOU
WORK
WITH
THAT?

SUDDENLY I
DON'T FEEL SO
BAD THAT WE
WON'T BE
USING 100%
RECYCLED
PAPER.



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WHO WAS THE WORLD'S FIRST SALESPERSON, DOGERT?

SOME PEOPLE SAY IT WAS A GUY NAMED NOAH.

NOAH'S LAST NAME WAS CONTENT.

HIS JOB WAS TO SELL AN ARK CRUISE TO ANIMALS.

DID I SAY ARK? I MEANT YACHT.

HE INVENTED SOMETHING CALLED SALES-BABBLE TO DISGUISE HIS MOTIVES.

WE'LL PARTNER TO LEVERAGE OUR VALUE-ADDS IN A WIN-WIN PROPOSITION.

HE PIONEERED THE LAME JOKE.

HOW'S THE WEATHER UP THERE? HEE HEE!

WHEN HE COULDN'T REACH QUOTA, HE GOT CREATIVE.

STRAP THIS TO YOUR HEAD AND DON'T ASK QUESTIONS.

BUT HIS GREATEST INNOVATION HE CALLED "BLAMING ENGINEERING."

I CAN'T FIND THE HONEY SPA.

THINK FAST.

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I CALCULATED THE TOTAL
TIME THAT HUMANS
HAVE WAITED FOR WEB
PAGES TO LOAD...



IT CANCELS OUT ALL
THE PRODUCTIVITY
GAINS OF THE INFOR-
MATION AGE.



SOMETIMES I THINK THE WEB
IS A BIG PLOT TO KEEP
PEOPLE LIKE ME
AWAY FROM
NORMAL SOCIETY.

UH-OH, HE'S
ON TO ME.



ARE YOU TELLING ME
THAT YOU INVENTED THE
FIRST WEB BROWSER?

NOT ALONE.
I WORKED
WITH OUR
GARBAGE MAN.

FLASHBACK

I WONDER HOW LONG
PEOPLE WOULD SIT IN
FRONT OF A COMPUTER
WAITING
FOR NOTHING.

LET'S FIND
OUT!

WHAT IF THIS
THING GETS
OUT OF HAND?

WE'LL BLAME
IT ON SOME
DRUNKEN
COLLEGE KID.

FLASHBACK TO THE INVENTION
OF THE FIRST WEB BROWSER

WHAT SHOULD WE
CALL OUR PRANK,
DOGBERT?

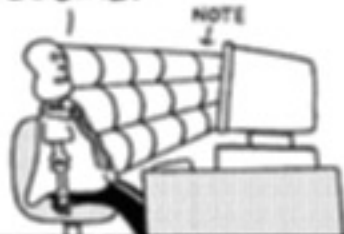


WELL, IT'S DESIGNED
TO MAKE MILLIONS OF
PEOPLE SIT AROUND
WAITING FOR NOTHING
TO HAPPEN...



A FEW YEARS LATER

HEY, I CAN ALMOST
SEE A RECOGNIZABLE
BLOTCH! THIS IS
AWESOME!



FLASHBACK: DOGBERT AND
THE WORLD'S SMARTEST
GARBEGEMAN INVENT THE
FIRST WEB BROWSER AS
A PRACTICAL JOKE.

IT'S OUT OF CONTROL.



SALES E-MAIL: SCOTT@AMSBAD.COM

I WONDER WHAT WILL
HAPPEN TO THAT
COLLEGE KID WE
FRAMED

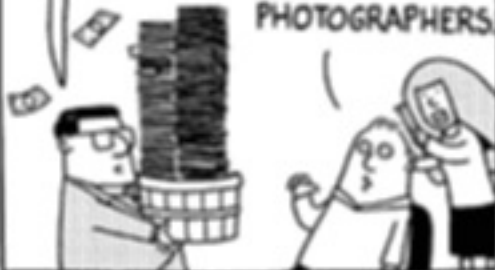
HE'LL BE
OKAY.



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WHERE WOULD YOU LIKE
THIS BUSHEL OF
MONEY?

STACK IT NEXT
TO THE
PHOTOGRAPHERS.



WALLY, WE DON'T HAVE
TIME TO GATHER THE
PRODUCT REQUIRE-
MENTS AHEAD OF
TIME.



I WANT YOU TO START
DESIGNING THE
PRODUCT ANYWAY.
OTHERWISE IT WILL
LOOK LIKE WE AREN'T
ACCOMPLISHING ANY-
THING.



OF ALL MY PROJECTS,
I LIKE THE DOOMED
ONES BEST.



WE DID AN INDUSTRY SURVEY TO SEE HOW YOUR SALARIES COMPARED TO THE AVERAGE.



WE DIDN'T GET THE NUMBERS WE HOPED FOR, SO WE BROADENED THE DEFINITION OF "OUR INDUSTRY."



I'M SO HAPPY TO BE IN THE INDUSTRY OF "HIGH TECHNOLOGY, TEXTILE WORKERS, TEEN-AGERS, AND DEAD PEOPLE."

I FEEL OVER-PAID.



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BY
SCOTT ADAMS



I AM CARL, THE
CUBICLE DWELLERS'
FRIEND.

I TRAVEL FROM CUBICLE
TO CUBICLE TO TELL
PEOPLE HOW HARD
I'M WORKING.

I AM WORKING
SO-O-O-O HARD.
WORK, WORK,
WORK. IT'S ALL
I DO.

HOW IS THAT
POSSIBLE?

YOU WALK AROUND
ALL DAY WITH THAT
COFFEE CUP RESTING
ON YOUR BELLY.

DOES YOUR JOB
DESCRIPTION SAY
"TRANSPORT COFFEE
CUP ON BELLY"?

HE'S A
TERRIBLE
CONVERSA-
TIONALIST.

HOW MANY
MILES PER
GALLON DO
YOU GET?

HYPOTHETICALLY, IF YOU
WERE DOWNSIZED, HOW
WOULD THE
CUP GET
AROUND?

WHAT'S WRONG
WITH THESE
PEOPLE?

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IT'S FREEZING
IN HERE.



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I'LL JUST GIVE
THE THERMOSTAT
A LITTLE BUMP.



CAN WE AT LEAST AGREE
THAT WHEN MY CACTUS
SHRIEKS IN AGONY, IT'S
TOO WARM?



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THERMOSTAT WARS

BE REASONABLE, ALICE.
WHEN IT'S WARM ENOUGH
FOR YOU, IT'S TOO HOT FOR
NORMAL HUMANS.



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LOGICALLY, YOU COULD
WEAR A SWEATER. BUT
THERE'S NOTHING I CAN
DO TO BE LESS WARM.
THEREFORE, YOU MUST
COMPROMISE.



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DID SHE
BUY THE
ARGUMENT?



NO. BUT I'M
GOING TO
SHAVE MY
BACK AND
TAKE ANOTHER
RUN AT IT.



MY INVENTION
CAN DETECT
HUMAN
STUPIDITY.



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IT HAS A VERY
SIMPLE INTERFACE.
ALL I DO IS POINT
IT AT PEOPLE.



THEN
WHAT
DOES
IT DO?

WHY WOULD
IT NEED TO
DO ANYTHING
ELSE?



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OH, NO! I OVER-
SLEPT... NO TIME
TO APPLY MAKEUP
BEFORE MY BIG
MEETING!



OKAY, DOES
EVERYONE
UNDERSTAND
THEIR
TASKS?

ABSOLUTELY

I'LL GET
RIGHT
ON IT.



I WONDER
WHY THEY
WERE SO
RESPECTFUL
TODAY.

IT'S NEWT
GINGRICH!



CATBERT: EVIL H.R. DIRECTOR

NEW POLICY: ALL
COMPANY DOCUMENTS
MUST USE THE OFFICIAL
COMPANY FONT...



LET'S SEE... WHAT
WOULD BE THE MOST
OBSCURE AND
IMPRACTICAL FONT
IMAGINABLE?



SOMEWHERE IN ELBONIA

I UNDERSTAND
I CAN GET THE
ELBONIAN
FONT SOFTWARE
FROM YOU.

YEP, UNLESS
YOU NEED
CONSONANTS
FOR SOME
REASON.



ALICE, HERE'S THE
AGENDA FOR THE
NEXT PROJECT
MEETING.



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TWO HOURS?!!
AAAGH!!! THERE'S
ONLY TEN MINUTES'
WORTH OF TASKS!!



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UH-OH. I
THINK I'M
TEMPORARILY
SANE.



TRY BREATHING
INTO A PAPER
BAG AND
REPEATING
OUR MISSION
STATEMENT.





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BY
SCOTT ADAMS



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WALLY, TWO
THINGS...

NUMBER ONE, I WANT
YOU TO CHAIR THE
"FUN COMMITTEE" TO
IMPROVE EMPLOYEE
MORALE.

TWO, ACCORDING TO
THIS REPORT, YOU'VE
BEEN USING THE
INTERNET FOR PERSONAL
REASONS.

I WAS TRYING TO
DECIDE IF YOU'RE
STUPID OR
JUST VERY
IGNORANT.



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THEN I THOUGHT,
"WHOA, DOGBERT,
YOU'RE BEING
NARROW-MINDED
ABOUT THIS."



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YOU COULD
EASILY
BE BOTH.

IT ONLY
LOOKS EASY.



IT IS PHYSICALLY IMPOSSIBLE FOR ME TO FINISH BOTH OF MY PROJECTS ON TIME. WHICH ONE IS MORE IMPORTANT?



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HMM... IF I ABSOLUTELY HAD TO CHOOSE BETWEEN THEM, I'D SAY...

DO THEM BOTH ON TIME.



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WOW. WHEN YOU DO THAT WITH YOUR ARMS, IT CREATES THE ILLUSION THAT YOU'RE THINKING.



WHAT YOU NEED IS A THIRD PROJECT.



CATBERT: EVIL H.R. DIRECTOR

ANY EMPLOYEE WHO
USES THE INTERNET
FOR NON-BUSINESS
PURPOSES WILL BE FIRED.



S. Adams E-mail: SCOTTADAMS@aol.com

AND ANY EMPLOYEE
WHO SITS IN A COMPANY
CHAIR WHILE HAVING
A PERSONAL THOUGHT
WILL BE EXECUTED BY
SECURITY.



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THE GREAT THING ABOUT
SENSELESS, SADISTIC
POLICIES IS THAT THEY
DON'T REQUIRE A LOT
OF EXPLANATION.



I WROTE THIS
LABOR-SAVING
SOFTWARE.
WATCH IT DO
ITS THING.



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HOW CAN
YOU TELL
IF IT'S
WORKING?



YOU DON'T
SEE ANY
LABOR
HAPPENING
AROUND HERE,
DO YOU?



I'VE DECIDED TO BECOME
A CONSULTANT IN THE
FIELD OF OBVIOUS
GENERALITIES.



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I'LL WORK FOR SMALL
BUSINESSES THAT ARE
RUN BY ARTISTS.
THEY'LL THINK I'M
BRILLIANT, WHICH I
AM.



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WHOA! ARE
YOU SAYING
WE NEED
REVENUE TO
MAKE
PROFIT??

OUCH! I'VE GOT
A HEADACHE
ON ONE SIDE.





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BY
SCOTT ADAMS



LATELY I'VE BEEN
FEELING DISCOURAGED
ABOUT MY JOB.

YOU SHOULD
TALK TO OUR
POUNTY-HAIRED
BOSS.

THAT'LL
CHEER
YOU UP.

MAYBE YOU'RE RIGHT.
ALL I NEED IS A
LITTLE PEP TALK
FROM OUR
LEADER.

HA
HA HA! HEE
HEE!

YOU THINK YOU'RE
DISCOURAGED ...

I'VE BEEN STUCK IN
THIS DEAD-END JOB
FOR YEARS, GRINDING
AWAY, DAY AFTER DAY.

AND ALL I HAVE TO
SHOW FOR IT IS
HIGH BLOOD PRESSURE
AND WORTHLESS
STOCK OPTIONS.

IT'S SO
GRATIFYING
TO WATCH
THEM GROW
UP.

I NEED THE
NUMBER
FOR DOCTOR
KEVORKIAN.

I'D FEEL A LOT MORE
COMFORTABLE ON THIS
PROJECT IF YOU'D TELL
ME EVERYTHING YOU
KNOW ABOUT IT.



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I'VE ALREADY
TOLD YOU
MORE THAN
I KNOW.



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I FEEL LIKE
I'M BEING
FOLLOWED.



I'LL NEED EVERYONE'S HELP
ON THIS PROJECT. I HOPE
YOU CAN OVERLOOK THE
CLOUD OF DOOM THAT
HOVERS
NEARBY.

"DOOM"



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BOOM!

DOOM

CRACK



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WOW. IT'S LUCKY
THAT WASN'T
SOMEONE WE
LIKE.

DOOM





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I HAVE A CLOUD OF DOOM
THAT ZAPS EVERYONE NEAR
ME ONCE A MINUTE.

DOOM

A man in a lab coat stands next to a woman who is being zapped by a cloud of doom. The woman is screaming and has a shocked expression. The man is looking at her with a calm expression.

I'M LOOKING FOR A
WOMAN WHO DOESN'T
THINK THAT PAST BEHAVIOR
IS AN INDICATION
OF THE FUTURE.

DOOM

A man in a lab coat stands next to a woman who is being zapped by a cloud of doom. The woman is screaming and has a shocked expression. The man is looking at her with a calm expression.

ZAP!

... A WOMAN WITH
ABSOLUTELY NO SENSE
OF PATTERN RECOGNITION

DOOM

A man in a lab coat stands next to a woman who is being zapped by a cloud of doom. The woman is screaming and has a shocked expression. The man is looking at her with a calm expression.

OUCH. I'M GLAD
THAT WON'T
HAPPEN AGAIN.

THE ONLY WAY TO GET
RID OF YOUR CLOUD
OF DOOM IS TO
TRANSFER IT
TO A NEW
HOST BODY.

DOOM



I WILL ACCOMPLISH THIS
WITH THE HELP OF YOUR
POINTY-HAIRED BOSS
AND A CLUELESS CO-
WORKER NAMED TIM.



WE'RE
SECURE.
BEGIN
TRANSFER.

TIM, YOUR NEW
JOB WILL BE
DIRECTOR OF
SPECIAL PROJECTS.

DOOM



ALICE, I UNDERSTAND
YOU HAD A CONVERSATION
WITH MY BOSS WITHOUT
MY APPROVAL.



WE DON'T WANT TO
GIVE MIXED MESSAGES.
IT WOULD BE VERY BAD
IF SHE GOT ANY MIXED
MESSAGES.



I JUST
GAVE HER
AN HONEST
STATUS
REPORT.



AAARGH!!!
MIXED
MESSAGES!





DILBERT®



BY
SCOTT ADAMS



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I PUT TOGETHER SOME
GUIDING PRINCIPLES FOR
OUR NETWORK ARCHI-
TECTURE.



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I SURE HOPE THIS ISN'T A
BUNCH OF OBVIOUS IDEAS
DISGUISED WITH TECHNO-
JARGON AND UNCLEAR
WRITING.



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LET THE
GAMES
BEGIN.

SO TELL ME,
DO SUSPENDERS
CAUSE MUDDLED
THINKING, OR
IS IT THE OTHER
WAY AROUND?



I'M GOING INTO BUSINESS
AS A PROFESSIONAL
BEARER OF BAD NEWS.



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I'LL TRY TO FIND THE
HUMOR THAT IS
INHERENT IN EVERY
TRAGIC SITUATION.



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I GIVE UP. WHAT IS
THE DIFFERENCE
BETWEEN MY HUSBAND
AND THE SEVENTIES
POP GROUP "VILLAGE
PEOPLE"?



DOGBERT: PROFESSIONAL
DEARER OF BAD NEWS

WE CANNOT OFFER YOU
A POSITION AT THIS
TIME, BUT YOU ARE
OBVIOUSLY QUALIFIED.



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UNFORTUNATELY, THE
OTHER SIX BILLION
PEOPLE ON EARTH ARE
MORE QUALIFIED.



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WE'LL KEEP
YOUR RÉSUMÉ
ON FILE.



DOGBERT: PROFESSIONAL
BEARER OF BAD NEWS

YOUR DOCTOR ASKED
ME TO TELL YOU
THAT YOU HAVE SIX
MONTHS TO LIVE.



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THERE MUST BE A
MISTAKE. I'M HERE
FOR A NOSE JOB.



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OH, YOU'RE RIGHT... I
WONDERED WHY THAT
LAST GUY WAS SO
HAPPY WHEN I TOLD
HIM HE'D HAVE ONE
HUGE NOSTRIL FOR THE
NEXT FORTY YEARS.



DOGBERT: PROFESSIONAL
BEARER OF BAD NEWS

WALLY, YOUR BOSS
ASKED ME TO TELL
YOU...



YOU'RE FIRED!!!
AND THEY HAVE
SECRET VIDEOS
OF YOU STEALING
STUFF!!!



THIS
CAN'T
BE
TRUE.



IT'S NOT. BUT
WATCH HOW
HAPPY YOU ARE
WHEN I TELL
YOU ABOUT
YOUR ONE-
PERCENT RAISE.



SOFTWARE LICENSE:

BY OPENING THIS
PACKAGE, YOU AGREE...



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...YOU WILL NOT MAKE
COPIES OR EXPORT TO
DESPOTIC NATIONS.
YOU WILL SUBMIT TO
STRIP SEARCHES IN
YOUR HOME...



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FRANKLY, BOTH OF
US WOULD HAVE BEEN
HAPPIER IF YOU HAD
JUST WALKED AWAY.





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BY

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I'M HAPPY TO AWARD
THE "CLEAN CUBICLE
AWARD" TO MATTHEW.



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IT'S A TEN-DOLLAR
"TRAVELERS CHECK."
WHERE'S MATTHEW?



HE WAS CRUELLY
DOWNSIZED LAST
MONTH.



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HIS CUBICLE WAS CLEAN
BECAUSE HE SHREDDED
HIS IMPORTANT
DOCUMENTS OUT OF
SPITE.



ALL OF HIS FURNITURE
AND EQUIPMENT WERE
SCAVENGED BY BITTER
EMPLOYEES WHO HAVE
TO DO HIS WORK NOW.



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THIS IS NOT HAVING
THE MOTIVATIONAL
IMPACT I HAD
HOPED FOR.



OKAY... THE "TRAVELERS
CHECK" WILL GO TO
WHOEVER KNOWS
WHAT NUMBER I'M
THINKING.



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THEY SURE
WERE SORE
LOSERS.



I TEACH MY KIDS THAT
THESE THINGS ARE RIGHT
AND THESE THINGS ARE
WRONG.
PERIOD.
END OF
STORY.



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WOULDN'T THAT TEACH
THEM TO BELIEVE
ANYTHING THEY'RE
TOLD WITHOUT APPLYING
ANY CRITICAL THINKING?



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I DON'T
THINK
ABOUT
THAT.



DUH

DILBERT, YOU'LL WORK
WITH "KENNY THE SALES-
WEASEL" ON OUR
BIGGEST PROSPECT.



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5/1/97

TELL ME ALL OF OUR
PRODUCT'S TECHNICAL
SPECS ON THE WAY.
I LIKE TO BE PREPARED.



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OUR PRODUCT
IS BEIGE.
IT USES
ELECTRICITY.



VISITING THE CUSTOMER

WHEN I INTRODUCE
YOU TO THE CUSTOMER,
SMILE AND GIVE HIM
A HEARTY SLAP ON
THE BACK.



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GET READY.
HERE HE
COMES.

I'D BETTER
TAKE SOME
PRACTICE
SWINGS.



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NEXT TIME, LESS FOLLOW-
THROUGH, AIM HIGHER,
AND IF HE TURNS
AROUND SUDDENLY,
HOLD OFF.



VISITING THE CUSTOMER

I BROUGHT DILBERT
TO EXPLAIN WHAT
MAKES OUR PRODUCT
SPECIAL.



IT'S EXACTLY LIKE
OUR COMPETITOR'S
PRODUCT EXCEPT WE
CHARGE MORE TO COVER
THE COST OF OUR
DECEPTIVE ADVERTISING.



WHILE YOU'RE UP,
COULD YOU GET ME
A CUP OF COFFEE?



VISITING THE CUSTOMER

NO ONE HAS EVER
BEEN FIRED FOR
BUYING OUR
PRODUCT!

THAT'S
TRUE.



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THERE IS THE OCCASIONAL
SAVAGE BEATING ...
AND MORE THAN OUR
SHARE OF SUICIDES ...



BUT THAT HAS
"STATISTICAL
CLUSTERING"
WRITTEN ALL
OVER IT.



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SOMEDAY IT WILL BE
POSSIBLE TO CLONE
OUR BOSS.

BUT THE CLONE
WOULD HAVE NO
EXPERIENCE
AND NO
KNOWLEDGE.

I JUST SENT AN
E-MAIL MESSAGE TO
JAPAN. I DON'T
KNOW THE LANGUAGE
SO I TOOK YOUR
ADVICE AND TYPED
IT ALL IN CAPS.

WOW. THAT PUT IT
ALL IN PERSPECTIVE.

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DILBERT®

BY
SCOTT ADAMS



ASOK THE
INTERN EXPLAINS
THE NEW RULES OF
BODY LANGUAGE.

FAKE HAPPINESS



THIS MEANS: I AM NOT
MOTIVATED BY THE SIZE
OF MY PAYCHECK.

AAHH!
WAHH!
WAHH!



THIS MEANS: I AM
SLIGHTLY CONCERNED ABOUT
THE IMPENDING REORGANI-
ZATION.



THIS MEANS: I HAVE
DECIDED TO WORK IN
THE MARKETING FIELD.



COUNTER-
CLOCKWISE
SPIN

THIS MEANS: I AM
BEING SARCASTIC.

OH, THERE'S A
GOOD PLAN.

NOTE
LIPS



THIS MEANS: THE RECENT
EMPLOYEE SATISFACTION
SURVEY HAS NOT CAPTURED
THE EXTENT OF MY FEELINGS.



THIS MEANS: I THINK
YOU ARE ATTRACTIVE BUT
IT WOULD BE VERY
UNPROFESSIONAL TO SHOW
IT.



THIS MEANS: MY LOTTERY
INVESTMENT PAID OFF.



YANK!

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I SCHEDULED A TWO-
HOUR T.H.N.P.L. MEETING
FOR SEVEN O'CLOCK
ON FRIDAY NIGHT.

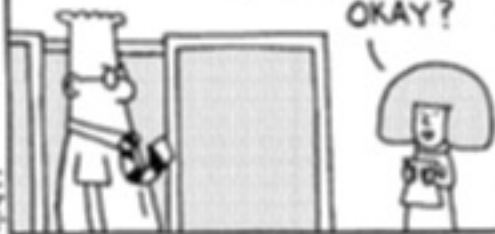


T.H.N.P.L. STANDS FOR
"TINA HAS NO PERSONAL
LIFE." I'M SCHEDULING
USELESS MEETINGS TO
FILL THE VOID IN MY
LIFE.



TINA,
THIS IS
INSANE.

ARE YOU
SUGGESTING WE
HAVE A MEETING
TO DISCUSS IT?
IS SATURDAY
OKAY?



YOU'RE INVITED TO A
FOUR-HOUR MEETING,
ASOK.



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TINA, IT WOULD SEEM
THAT ALL OF YOUR
MEETINGS HAVE NO
PURPOSE OTHER THAN
TO PROVIDE YOU WITH
A SURROGATE
SOCIAL LIFE.



CAN YOU
BRING
CHIPS?



I WISH, I
WISH, I
WISH I
HAD A SPINE..



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CATBERT: EVIL H.R. DIRECTOR

PEOPLE ARE COMPLAINING
THAT YOU SCHEDULE
UNNECESSARY MEETINGS
AS A SUBSTITUTE FOR
A FAMILY.



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THAT'S RIDICULOUS!
COME TO MY NEXT
MEETING AND SEE
FOR YOURSELF.



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I GOT US A FAMILY
CAT. HOW WAS
YOUR DAY, DEAR?



DOGBERT, I NEED YOUR
HELP. I KEEP GETTING
INVITED TO WORTHLESS
MEETINGS AND I CAN'T
SAY NO.



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YOU CAN SAY NO TO
ANYTHING. YOU
HAVE SUCH A CLEARLY
DEFINED SENSE OF
SELF-INTEREST.



WILL YOU
TEACH ME
TO BE
LIKE YOU?



NOPE...
CAN'T BE
BOTHERED.



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GIVE ME A FINAL DESIGN
FOR PROJECT CARIBOU
BY TUESDAY.

THAT'S WALLY'S
PROJECT.



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I KNOW, BUT I'M
THINKING ABOUT IT
NOW AND WALLY
ISN'T IN THE ROOM.



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TELL
WALLY
IT'S YOUR
PROJECT
NOW.

DO YOU SEE
THIS THIMBLE?
I KEEP MY
MORALE IN
IT.



... SO OUR POINTY-
HAired BOSS PUT ME
IN CHARGE OF YOUR
PROJECT...



... BECAUSE I WAS
STANDING IN HIS
OFFICE WHEN HE
THOUGHT ABOUT THE
PROJECT.



IF IT MAKES YOU FEEL
BETTER, YOU CAN KEEP
YOUR MORALE IN THIS
THIMBLE WITH MINE.



I KEEP MINE IN
A "TIC TAC"
CONTAINER WITH
MY EGO.





DILBERT®

BY

SCOTT ADAMS



I HAVE A
GREAT IDEA
TO SAVE
MONEY.

WE CAN MAKE THE
PHOTOCOPIER INK
LAST LONGER, BY
ADDING WATER
TO IT.

WOULDN'T THAT
MAKE THE COPIES
TOO LIGHT?

ORDINARILY, YES.
BUT WE CAN
COMPENSATE BY
SETTING THE COPIER
TO "DARKEN."

YOU'LL NEED SOMEONE
TO IMPLEMENT THIS
IDEA ... LET'S SEE.

HEY, HOW ABOUT
DILBERT? HE ISN'T
DOING MUCH WORK
LATELY.

I'D DO IT MYSELF BUT
THERE'S NO REASON
TO WASTE A CREATIVE
THINKER ON AN
IMPLEMENTATION TASK.

ARE YOU STILL MAD
THAT I GOT A BIGGER
RAISE THAN YOU DID?

NO, I FOUND
A CREATIVE
WAY TO DEAL
WITH IT.

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CATBERT: EVIL H.R. DIRECTOR

NEW POLICY: KEY
EMPLOYEES MUST TRAVEL
ON SEPARATE FLIGHTS TO
REDUCE RISK.



OTHER EMPLOYEES, SUCH
AS WALLY, ARE
ENCOURAGED TO TAKE
UP DANGEROUS
HOBBIES.



I'VE NOTICED THAT WHEN
A NEW POLICY MENTIONS
ME BY NAME, IT'S
NEVER A
GOOD THING.



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ALICE, HERE'S
A BONUS
FOR YOUR
GOOD WORK.



ON
WHAT?



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I CAN'T BE SPECIFIC,
BECAUSE THEN YOU
MIGHT DO IT AGAIN
AND EXPECT ANOTHER
BONUS.



CONGRATULATIONS;
YOU'VE MOTIVATED
ME TO ACT RANDOMLY.

I'M GOING OVER
HERE AND I
DON'T KNOW WHY.



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I DID LESS WORK THAN
USUAL THIS QUARTER
AND I GOT A BONUS.



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THE IMPLICATIONS
ARE STAGGERING.
THE ENTIRE SYSTEM
OF CAPITALISM HAS
A FLAWED PREMISE.



THERE'S ONLY ONE
THING THAT COULD
MAKE THIS BONUS
MORE FRIGHTENING.

I GOT ONE, TOO.



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I'M WRITING A BOOK
THAT DEBUNKS THE
EFFECTIVENESS OF
BUSINESS CONSULTANTS.



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BUT COMMON SENSE
WOULD SAY THAT
YOU'RE BEING A
CONSULTANT YOURSELF,
SO YOUR OPINION IS
LOGICALLY
FLAWED.



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ONLY PEOPLE WITH NO
COMMON SENSE WILL
BUY YOUR BOOK.



FROM NOW ON, WE'LL
NURTURE THE PASSION
OF OUR REBELLIOUS
EMPLOYEES AND FORM
STRATEGIES
AROUND THEM.



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WE DON'T HAVE ANY
REBELLIOUS EMPLOYEES.
THE LAST ONE GOT
FIRED FOR WEARING
CULOTTES ON CASUAL
DAY.



IT WAS
SUCH A
GOOD
IDEA IN
MY HEAD.

WE STILL HAVE
SOME SARCASTIC
EMPLOYEES.
CAN YOU WORK
WITH THAT?



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WE'VE IDENTIFIED THE
PEOPLE WHO WILL CREATE
THE SYSTEM TO DEVELOP
A PRODUCT PROCESS.



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WHILE WE WERE DOING
THAT, OUR COMPETITOR
CREATED A NEW
INTERNET PRODUCT
THAT ADDED A BILLION
DOLLARS TO
THEIR STOCK
VALUE.



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EXPERTS ATTRIBUTE THE
COMPANY'S SUCCESS TO
THEIR "EMPLOYEE OF THE
WEEK" PROGRAM.



QUICK! HIRE
THOSE EXPERTS!





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BY
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I'M PUTTING
YOU ON A
"NEED TO
KNOW" BASIS.



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HERE'S A COMPLETE
LIST OF THE THINGS
I NEED TO KNOW.
IF IT'S NOT ON THE
LIST, I PROBABLY
DON'T NEED
TO HEAR IT.



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NUMBER ONE: "RUN
FOR IT, DOGBERT!
THE VOLCANO IS
ERUPTING!"

PLURALS WILL
ALSO BE
ALLOWED.

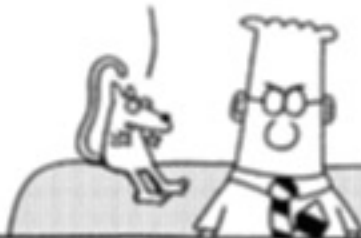


IF THE GOAL OF ALL
CREATURES IS TO BE
HAPPY... AND I'M
HAPPIER THAN
YOU ARE...



5. Addm-y www.unitedmedia.com

WE CAN CONCLUDE
THAT I'M MORE
SUCCESSFUL THAN
YOU ARE. ISN'T
THAT RIGHT?

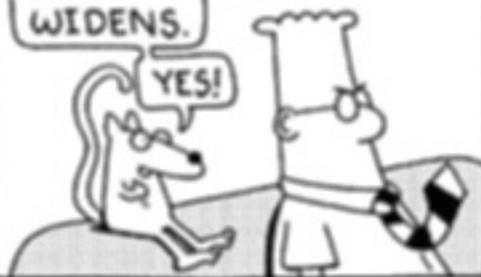


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YOU ARE REALLY
STARTING TO ANNOY
ME NOW.

THE GAP
WIDENS.

YES!



I FINALLY FIGURED
OUT WHY EVERYONE
TALKS SO FUNNY
IN THIS COMPANY.



WE'RE NOT MORONS WHO
ARE INCAPABLE OF
CLEAR COMMUNICATION.
WE'RE REBELS WHO
LIKE TO "THINK
OUTSIDE THE BOX."



IT'S ALWAYS
FASCINATING
TO WATCH
AN EGO
JUST BEFORE
IT DIES.



I'M A
REBEL!
TASK ME
WITH A
"DO IT."



HI, MOM!
GUESS WHAT.



5. Altman www.unitedmedia.com

I'M THE PROCESS OWNER
FOR OUR BENCHMARKING
INITIATIVE!



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SHE'S
CRYING
WITH
JOY ...

I USED TO
THINK THAT
TOO.



DEEP
DEEP
DOOP
DEEP

I AM DOGBERT, YOUR
LORD AND MASTER!
SUBMIT TO MY WILL,
YOU WORTHLESS
CRETIN!

DOES TELEMARKETING
WORK FOR THAT SORT
OF THING?
YOU'LL KNOW
TOMORROW;
THAT WAS YOUR
VOICE MAIL.

YOU TWO WILL BE MY
TELEMARKETERS. HERE'S
A LIST OF KNOWN
IDIOTS TO CALL.



S. Feldman E-mail: SCOTTADAMSBAG@AOL.COM

I'LL GO FIRST, BOB.
LET'S SEE... I
DIAL THE NUMBER.
AND WAIT FOR AN
IDIOT TO
ANSWER...



RING
RING
RING

C'MON,
YOU LOSER.
PICK UP
THE PHONE.



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SCOTT ADAMS



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I HATE IT WHEN
THE TITLE OF A
BOOK GIVES AWAY
THE WHOLE PLOT.

TAKE HEMINGWAY'S
"OLD MAN AND THE
SEA." GEEZ, TALK
ABOUT LEAVING
NOTHING TO THE
IMAGINATION.

I GUESS THE ODDS WERE
VERY LOW THAT YOU
WOULD LEAP IN THE AIR
AND CATCH THAT.

I'M ONLY HERE
TO BE A CHICK
MAGNET.

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IF YOU'RE SUCH A
CHICK MAGNET, LET'S
SEE YOU DO YOUR
STUFF.

OKAY. I'LL
WAG. THEY
LOVE THAT.



IT'S WORKING! YOU
BROKE ONE OUT OF THE
HERD. SHE'S COMING
THIS WAY.

BE CAREFUL.
I DON'T KNOW
HOW POWERFUL
THIS IS.



GRUMBLE

I'LL BET YOU
WORK OUT A
LOT. I'M A
DANCER.

UH-OH



UNTIL I MET YOU,
DOGBERT, I ALWAYS
FELL FOR ENGINEERS.



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BUT I'M TIRED OF
PRETTY BOYS. I
WANT A GUY WHO
WILL APPRECIATE MY
EXOTIC DANCING AS
MUCH AS MY PASSION
FOR PHYSICS.



7/4/97

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SCRATCH
UNDER THIS
EAR FOR A
MINUTE.

SURE. I
CAN'T GET
ENOUGH
TOUCHING.



WOW. YOU'RE AN
INCREDIBLY SEXY MAN.
IT'S TOO BAD I MET
THIS LITTLE FUZZY
GUY FIRST.



BUT LOOKS AREN'T
EVERYTHING. STUDIES
SHOW THAT WOMEN WANT
A MAN WHO IS IN
TOUCH WITH HIS
FEELINGS.



AAGH!!
I HATE
MY LIFE!!



GEE. THAT'S
ENOUGH TO
MAKE ME
DOUBT THE
SCIENTIFIC
METHOD.



AS MUCH AS I LIKE
THE PETTING, I STILL
HAVE TO BREAK UP WITH
YOU, ROXANNE.

WHY?!

HUMANS ARE KIND,
INTELLIGENT, WELL-
ADJUSTED CREATURES

UNTIL YOU
GET TO KNOW
THEM.

MAY THE HORNED
DEMONS OF IXPAH
SMITE YOU LIKE THE
LAST SIX!!!

THIS IS WHAT
I'M TALKING
ABOUT.

IT'S
DONE.

I THOUGHT I
ASKED FOR THAT
TO BE IN COLOR.

BLACK AND WHITE
ARE BOTH COLORS.
SO TECHNICALLY...
OH, WAIT, I SEE
WHAT YOU MEAN.

IS THAT ALL IT TOOK
TO SATISFY HIS NEED
FOR IRRELEVANT
CHANGES?

AND I DID IT
WHILE THE
COLOR COPIES
WERE PRINTING.



DILBERT®



BY

SCOTT ADAMS

YOU'RE ON THE RADIO
WITH DOGBERT'S
"BAD ADVICE SHOW."
HOW MAY I
HURT YOU?

MY BOSS ASKED ME
FOR A DATE. WE'RE
BOTH MARRIED.
WHAT SHOULD I DO?

DIVORCE YOUR
HUSBAND. HE
SOUNDS LIKE
A LOSER TO ME.

YES, YES, IT ALL
MAKES SENSE
WHEN YOU EXPLAIN
IT THAT WAY.

THEN MAIL A DEAD
WOODCHUCK TO YOUR
BOSS WITH A NOTE
THAT SAYS...

"UNLIKE THIS WOODCHUCK,
MY LOVE FOR YOU WILL
NEVER DIE."

THANKS.
I LOVE
YOUR SHOW.

MOVING ON TO HOUSE-
HOLD TIPS, DID YOU
KNOW THAT BLACK
PAINT IS AN
EXCELLENT
STAIN REMOVER?

CAN
WE
TALK?

... AND THOSE
ARE JUST SOME
OF THE BENEFITS
OF AN ALL-CHEESE
DIET.

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I'VE BEEN ASKED TO
GIVE A PRESENTATION
AT THE TRADE SHOW.



I'D LIKE YOU TO PUT
THAT TOGETHER FOR
ME, ALICE.



TECHNOLOGY. THEY DIDN'T
SAY IF I'M FOR IT OR
AGAINST IT.



I'VE PREPARED YOUR
POINTLESS PRESEN-
TATION FOR THE
TRADE SHOW.

IT'S GOT THE USUAL TIME-
WASTING FILLER: A
GRAPHIC OF MOORE'S
LAW, A "NETSCAPE"
COMPARISON, AND
IRONICALLY ...

...IT ENDS WITH AN
IMPASSIONED REMINDER
TO THINK IN NEW WAYS.

MAYBE I SHOULD
GIVE OUT SOME
AWARDS, TOO.

I ONLY HAVE THIRTY MINUTES AND HE'S BABBLED FOR TWENTY-EIGHT.

BLAH
BLAH
BLAH

IT TOOK THREE WEEKS TO GET ON HIS CALENDAR. MY ONLY HOPE IS TO SEND ESP MESSAGES FOR HIM TO SHUT UP.

SHUT
UP
SHUT
UP
SHUT
UP
SHUT
UP

NICE TRY, BUT IT'S TIME FOR HIS NEXT FILIBUSTER.

BLAH
BLAH
BLAH

TEN OF OUR FINEST
EXECUTIVES GOT
TOGETHER AND CREATED
A STATEMENT OF OUR
CORE VALUES.



S. Allen's
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"WE HELP THE
COMMUNITY AND THE
WORLD BY PRODUCING
STATE-OF-THE-ART
BUSINESS SOLUTIONS."



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I'M GLAD WE
DIDN'T SKIMP
AND TRY TO
DO THAT WITH
ONLY NINE
EXECUTIVES.

YEAH.
IT MIGHT
HAVE
SUCKED.



CAN YOU EXPLAIN
HOW THE COMPANY'S
NEW "STATEMENT OF
CORE VALUES" WILL
CHANGE MY
BEHAVIOR?



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I WAS PLANNING TO
POISON THE TOWN'S
WATER SUPPLY.

BUT WAIT! IT'S
AGAINST OUR
CORE VALUES!



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IS YOUR SARCASM
ABSOLUTELY NECESSARY?

LET ME CHECK.
HMM... IT'S
NOT ADDRESSED.



GIVE ME
THE NAME
OF ANY
FAMOUS
PERSON.

SANDRA
BULLOCK.

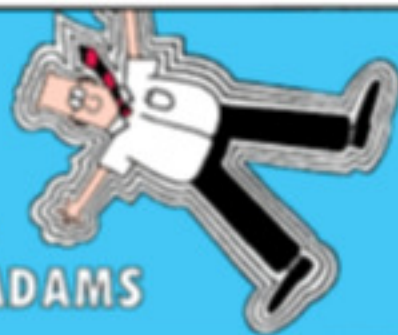
SANDRA BULLOCK WAS
IN A MOVIE WITH
KEVIN SPACEY... AND
KEVIN SPACEY EATS
BACON.

SEE THAT? EVERYONE
ON EARTH IS ONLY ONE
DEGREE AWAY FROM
SOMEONE NAMED
KEVIN WHO
EATS
BACON!

THAT IS SO
CLOSE TO
BEING
FASCINA-
TING.



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AS USUAL, I WORKED UNTIL MIDNIGHT LAST NIGHT, MOM.

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WELL, AT LEAST YOU MADE SOME EXTRA MONEY.

I DON'T GET PAID FOR OVER-TIME.

WELL, AT LEAST IT WAS IMPORTANT WORK.

NOT REALLY.

MY BOSS MADE ME CHANGE MY "POWER-POINT" SLIDES, BUT THE CHANGES MAKE THEM WORSE.

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WELL, AT LEAST YOU'RE PREPARED FOR YOUR MEETING.

IT WAS CANCELED.

BUT THAT'S OKAY, BECAUSE THE PROJECT ISN'T FUNDED ANYWAY.

SO... YOU WORKED FOR FREE TO WORSEN A PRESENTATION FOR A MEETING THAT WON'T HAPPEN FOR A PROJECT THAT DOESN'T EXIST?

YUP.

WELL... AT LEAST YOU COULD TRAVEL BACK IN TIME WITHOUT HAVING ANY IMPACT ON HISTORY.

YEAH, MY GLASS IS HALF FULL.

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HERE'S THE AGENDA.
THE FIRST HOUR WILL
BE U.B.R., AS USUAL.



THIS REMINDS ME OF
MY FIRST JOB, BEFORE
CRASH DUMMIES WERE
POPULAR. MAN, I
SPENT A FORTUNE ON
ASPIRIN.



WHAT
EXACTLY
IS U.B.R.?

UNFOCUSED
BOSS
RAMBLING.
ONLY 58
MINUTES
TO GO.



...AND THAT'S YOUR
PERFORMANCE REVIEW.
ANY QUESTIONS?

ONE.

YOU TALKED ABOUT
YOURSELF FOR THE
FULL HOUR. CAN
WE TALK ABOUT
ME?

OKAY. YOU DON'T SEEM
TO KNOW THAT YOUR
MEETING IS OVER WHEN
YOU SEE ME STAND UP.

OOH.

CATBERT: EVIL H.R. DIRECTOR

I CAN'T ABUSE PEOPLE IF
THEY QUIT THE COMPANY.
I'D BETTER FIND A
WAY TO REDUCE
TURNOVER.



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ALL JOB TITLES
WILL BE CHANGED
AS FOLLOWS...



MY NEW
TITLE IS ...
"CONVICTED
FELON."



THAT'LL LOOK
GOOD ON
THE OL'
RÉSUMÉ.



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OUR NEW JOB TITLES
FROM HUMAN RESOURCES
ARE DEMEANING AND
INSULTING!



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YOU'VE GOT TO USE
YOUR MANAGERIAL
INFLUENCE TO DO
SOMETHING!



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HOW'D
IT GO?



I DON'T EXPECT
MUCH HELP
FROM THE
"DIRECTOR OF
LEARNED
HELPLESSNESS."



WISH ME
LUCK.

FOR
WHAT?

I'M GOING TO FIND
PEOPLE WHO LAUGH
NERVOUSLY EVERY
TIME THEY TALK. THEN
I'LL SMACK THEM WITH
MY FLYSWATTER.

AND THE REASON
WOULD BE?

IT WOULDN'T
BE A HOBBY
IF IT HAD A
REASON.

ALICE, I FOUND THIS
ARTICLE IN A
MAGAZINE.



I HIGHLIGHTED
THE MOST IMPORTANT
STUFF TO SAVE YOU
TIME.



YOU
HIGH-
LIGHTED
THE PAGE
NUMBERS.



IT TAKES
FOREVER IF
YOU DON'T
NOTICE THOSE.





DILBERT®



BY

SCOTT ADAMS

WHAT IF...

ALBERT EINSTEIN HAD BEEN IN MARKETING?



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I HAVE A GREAT IDEA FOR INCREASING SALES.

NOPE.. THIS WILL NEVER WORK.

UM... IS IT POSSIBLE THAT YOU DON'T FULLY UNDERSTAND THE IDEA?

THAT'S QUITE AN EGO YOU HAVE THERE, ALLAN.

ALBERT.

EXPERIENCED MANAGERS KNOW HOW TO IDENTIFY BAD IDEAS...

BAD IDEAS COME FROM OTHER PEOPLE.

NOW GO WORK SMARTER, NOT HARDER.

I WORRY THAT A GUY LIKE THAT WILL GO OFF AND BUILD A HUGE BOMB.

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GREAT NEWS! OUR
STRONGEST COMPETITOR
OFFERED TO SELL US
THEIR PRODUCT LINE.



OBVIOUSLY THEY THINK
THEIR PRODUCTS ARE
NOT VIABLE. WE'D
HAVE TO BE AMAZINGLY
STUPID...



AND YOU'LL BE IN
CHARGE OF INTEGRATING
THEIR PRODUCT LINE
WITH OURS.



TELL ME THE TRUTH.
USE THE ENGINEER'S
SECRET CODE IF
YOU MUST.



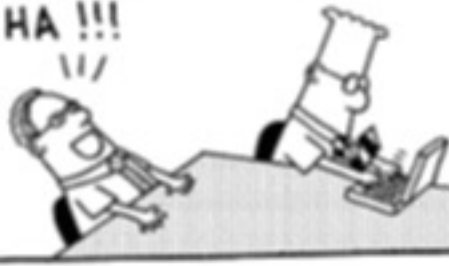
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ARE THERE ANY LITTLE
PROBLEMS WITH THE
TECHNOLOGY THAT MY
MANAGERS AGREED TO
BUY FROM YOUR
COMPANY?



HA HA
SNORT
SNORT
HA HA
HA !!!



1100111...
GOOD. GO
ON.

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IT'S MY JOB TO INTEGRATE
THE BAD TECHNOLOGY
THAT OUR IDIOT BOSS
BOUGHT WITH THE GOOD
TECHNOLOGY WE
ALREADY OWN.
YOUR ADVICE?



THROW AWAY THE BAD
TECHNOLOGY. GOOF OFF
UNTIL THE NEXT PLANNED
UPGRADE OF THE GOOD
TECHNOLOGY. TELL YOUR
BOSS THE IMPROVEMENTS
ARE A RESULT OF HIS
BRILLIANT BUYING
DECISION.



WOW.
THAT'S
ALMOST
PURE
EVIL.



YOU'RE
WELCOME.



DUE TO SPACE
CONSTRAINTS, SOME
PEOPLE WILL HAVE
TO SHARE CUBICLES.



ACCORDING TO THE
LIST, YOUR NEW
ROOMMATE WILL
BE ... THE COPY MACHINE..



IS IT CLAUSTROPHOBIC IN
HERE OR IS IT JUST ME?



I HOPE WE GET MORE
OFFICE SPACE SOON.
OTHERWISE, I'LL HAVE
TO SHARE MY CUBICLE.



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IF THEY SEND SOMEONE
HERE, I'LL ARRANGE
THE USUAL "ACCIDENT."



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YOU'LL NEED TO SHARE
YOUR CUBICLE WITH
THE ELBONIAN AUDIT
TEAM UNTIL WE GET
MORE SPACE.

THIS IS THEIR HOLY
WEEK SO I EXPECT
YOU TO BE OPEN-
MINDED AND
FLEXIBLE.

SO, HOW DO YOU
CELEBRATE THE
HOLY WEEK?

WEDGIES,
MOSTLY.

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I'M IN CHARGE OF THE
OFFICE RELOCATION.
WHERE DO YOU WANT
YOUR CUBICLE?

WHAT'S
THIS
HUGE
STRUCTURE?

WALLYVILLE.
IT'S TWO
FLOORS OF
LUXURY
HOUSING,
SHOPPING,
AND GAMB-
LING.

DO YOU THINK YOU MIGHT
BE ABUSING YOUR
POWER?

WHAT WOULD
BE THE OTHER
REASONS TO
HAVE POWER?

ACCORDING TO THE
BLUEPRINTS, YOUR
NEW CUBICLE HAS
A SUPPORT BEAM
IN IT.



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AT LEAST
I HAVE A
WINDOW
VIEW.



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IT'S 108° BY THE WINDOW.
BUT AT LEAST THERE'S A
BREEZE FROM THE PEOPLE
WHO WALK BY AND
LAUGH.



DON'T LET ME
SLOW YOUR SEARCH
FOR SOMEONE
WHO'S INTERESTED.



WE'RE GOING TO TRY
SOMETHING CALLED
"OPEN BOOK MANAGE-
MENT."



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WE'LL TEACH YOU TO
READ THE FINANCIAL
STATEMENTS OF THIS
COMPANY. IT'S ALL
VERY MOTIVATING.



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... AND OUR
CEO GOT PAID
MORE THAN
THE ENTIRE
CAPITAL
BUDGET...



IS THIS
WHAT
MOTIVATION
FEELS
LIKE?



OPEN BOOK MANAGEMENT

SO YOU SEE, IF YOU GOT A RAISE, OUR EARNINGS GROWTH WOULDN'T BE SMOOTH.



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AND SMOOTH EARNINGS ARE GOOD FOR WHO?

STOCK MARKET ANALYSTS?



SPECIFICALLY, THE LAZY ONES.

I'M FINE, NOW THAT I UNDERSTAND.



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I APPRECIATE YOUR
NEW "OPEN BOOK
MANAGEMENT"
PHILOSOPHY...



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FOR EXAMPLE, I'VE
LEARNED THAT WE'RE
REPURCHASING STOCK
WHILE I'M WORKING
UNPAID
OVERTIME.



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YET I REMAIN HIGHLY
MOTIVATED BECAUSE I
UNDERSTAND THAT INCOME
AND EQUITY ARE
DISTINCT CONCEPTS.



WHO SAID
IGNORANCE IS
BLISS? HA!

OPEN BOOK MANAGEMENT

...THEN I SEZ, "HEY OUR
DEBT TO EQUITY RATIO IS
INCREASING."



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I LEAPT INTO ACTION
AND STARTED SWEEPING
LIKE I'VE NEVER SWEEPED
BEFORE!



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THEN I SEZ, "HEY,
WHY AM I USING A
BROOM ON CARPETS?"





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BY
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ANNOUNCING PROJECT
"SPARKLE," THE CLEAN
DESK POLICY.

THIS IS A COMPANY-
WIDE EFFORT TO
KEEP OUR WORK
SPACES CLEAN.

TINY QUESTION.
I'M CURIOUS
ABOUT ONE THING.

I'M PICTURING
OUR TOP EXECUTIVES
IN THE "WAR
ROOM."

THEY TALK ABOUT THE
COMPETITIVE THREAT
AND OUR LACK OF
RESOURCES. SUDDENLY,
PANIC SETS IN!!

A LONE VOICE OF
REASON PENETRATES
THE CONFUSION. TWO
WORDS: "PAPER TOWELS."

IS THAT PRETTY
MUCH HOW IT
WENT?

MOVING ALONG, YOU EACH
GET A LAMINATED CARD
WITH OUR MISSION
STATEMENT.

LET
ME DO
THIS
ONE.

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I HAVE A
NEW METHOD
FOR BLOWING
OFF THE IDIOTS
WHO ASK
QUESTIONS.



I SAY, "THAT
INFORMATION
IS ON MY WEB
PAGE. SHOO,
SHOO."



WHAT HAPPENS WHEN
THEY FIND OUT IT ISN'T?

I'LL SAY, "YOU
MUST HAVE
MISUNDER-
STOOD
YOUR
QUESTION."



CATBERT: EVIL H.R. DIRECTOR

HERE'S THE NEW
"CLEAN DESK"
POLICY, WALLY.



"EMPLOYEES MUST
LICK THEIR WORK-
PLACES CLEAN AT
THE END OF EACH
BUSINESS DAY."



DO THEY SERIOUSLY
THINK WE'RE THIS
SPINELESS AND STUPID?



AHM NAH
CHANTHING
IT.



THERE'S A RUMOR THE
COMPANY IS MOVING
TO SOUTH DAKOTA FOR
TAX REASONS.



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DO YOU SERIOUSLY THINK
THEY WOULD DISRUPT THE
LIVES OF THOUSANDS OF
EMPLOYEES JUST TO SAVE
MONEY ON TAXES?



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I THINK THEY'D KILL US
IN OUR SLEEP AND SELL
OUR ORGANS IF THE
RETURN ON INVESTMENT
WAS GOOD.



THERE'S A RUMOR THAT MY
COMPANY WILL MOVE TO
SOUTH DAKOTA. BUT I
DON'T BELIEVE IT.



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SOUTH DAKOTA... ISN'T
THAT WHERE YOUR CEO
GREW UP? MAYBE HE
WANTS TO BE
NEAR HIS
PARENTS TO
GET FREE
BABY-SITTING.



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THAT IS THE MOST CYNICAL
THOUGHT I HAVE EVER
HEARD IN MY LIFE.

THANKS.
I'M BLUSHING
UNDER MY FUR.



I'VE ASKED BOB THE
DINOSAUR TO CALL
YOUR CEO AND GIVE
HIM A TELEVWEDGIE.



WILL THAT
STOP HIM
FROM
RELOCATING
THE
COMPANY?

... NOW HOLD
THE PHONE
BEHIND
YOU AT
BELT LEVEL.



STRANGER THINGS
HAVE HAPPENED,
ALBEIT NOT
OFTEN.



I NOTICE YOU ONLY HAVE
ONE TRASH CONTAINER
WITH YOU...



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WHEREAS I HAVE TWO
CONTAINERS - ONE
FOR TRASH AND ONE
FOR RECYCLABLE
MATERIALS.



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ONE THEORY IS THAT YOU
MAKE TWO SEPARATE
TRIPS TO EACH CUBICLE...



COULD YOU TURN
AROUND FOR
A SECOND?

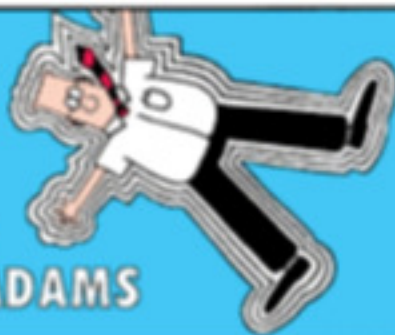




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BY

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YOU'LL BE ON THE TASK
FORCE TO RECRUIT THE
SMARTEST COLLEGE SENIORS
TO WORK HERE.



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REMEMBER TO LIE
OFTEN. AND DON'T
MOCK THEM FOR THEIR
LACK OF REAL LIFE
EXPERIENCE.



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SO YOU'RE SAYING
MEETINGS ARE
JUST LIKE
PARTIES?



WELL, I'M
NOT ALLOWED
TO SAY THE
"O-WORD..."



RECRUITING ON CAMPUS

I HAVE BETTER OFFERS
FROM TWELVE COMPANIES.
WHY SHOULD I WORK AT
YOURS?



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I'LL SEE
WHAT I
CAN DO
FOR YOU.



DO YOU HAVE
ENOUGH COPIES
OF MY RÉSUMÉ?



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RECRUITING ON CAMPUS

NICE TO
MEET YOU...



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I HAVE TO BE HONEST;
YOUR COMPANY ISN'T
MY FIRST CHOICE.



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RECRUITING ON CAMPUS

IT'S FUNNY THAT YOU'RE
JUDGING ME. MY ENGIN-
EERING KNOWLEDGE IS
CURRENT AND YOURS IS
ANCIENT.



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3/2/97

I THINK I
IMPRESSED HIM
WITH MY
CONFIDENCE.



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OOH! PEOPLE SKILLS!
I FORGOT!



RATBERT, I WANT YOU
TO WEAR THIS PAGER
AT ALL TIMES. I'LL SET
IT TO VIBRATE.



YEEHAA!!



NO ONE HAS ACTUALLY
PAGED YOU YET.

IT GETS
BETTER?!!



ENVY ME, BOB.
I HAVE A
DIGITAL PAGER
AND YOU DON'T.

I DON'T NEED ONE.
MY DIGITAL PCS
PHONE HAS A BUILT-IN
PAGER FUNCTION.

OH, WOW.

BUT THE
WORST
PART IS
THAT HE
ONLY USES
IT TO CLEAN
HIS EARS.

I TAUGHT HIM
THAT. THE
VIBRATING
ACTION IS
EXCELLENT.

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Slap! 7 © 1997 United Feature Syndicate, Inc.



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BY
SCOTT ADAMS

WE HAVE THE RESULTS
OF THE EMPLOYEE
COMMUNICATIONS
SURVEY.



THE NUMBER ONE
PROBLEM IS "FEAR
OF GIVING NEGATIVE
NEWS TO MANAGERS."

Top
10
Negative
News



WHAT?! WHY
HAVEN'T I HEARD
THIS BEFORE?



WELL... MAYBE
BECAUSE IT'S
NEGATIVE
NEWS?



DO YOU HAVE
A SOLUTION
OR DID YOU
JUST COME
TO INSULT
ME?

DON'T GET
INVOLVED.



OOH. UM... MAYBE
IF WE WAIT A FEW
DAYS IT WILL TAKE
CARE OF ITSELF.

FINE.
NEXT.



HAPPILY, THERE ARE
NO OTHER COMMUNI-
CATION PROBLEMS
WHATSOEVER.

HEH
HEH.



I WONDER WHY SO
MANY PROBLEMS GO
AWAY ON
THEIR
OWN.

I HAVE NO
COMMENT
AT THIS
TIME.



CATBERT: EVIL H.R. DIRECTOR

ALICE YOU HAVE TO USE
YOUR VACATION TIME OR
YOU'LL LOSE IT.



BUT IF YOU TAKE TIME
OFF, YOU'LL MISS YOUR
DEADLINES. HA HA
HA HA HA HA!!!



THIS IS
EMBARRASSING.
I LAUGHED
MYSELF FUZZY.



IT'S A SHAME YOU HAVE
TO WORK DURING YOUR
VACATION. THE SAME
THING HAPPENED
TO ME.

REALLY?



ACTUALLY, IN MY CASE
I WENT ON VACATION
WHEN I WAS SUPPOSED
TO BE WORKING. BUT
THE CONCEPT IS THE
SAME.



APPARENTLY SHE
WASN'T LOOKING
FOR EMPATHY.



I ADMIRE YOUR WORK
ETHIC, ALICE. YOU'RE
EVEN WORKING DURING
YOUR VACATION.



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IT MUST BE HARD TO
REMAIN MOTIVATED
WHEN YOU KNOW YOU
CAN NEVER BREAK
THROUGH THE GLASS
CEILING.



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SO, IT LOOKS
LIKE IT'S JUST
TILE AFTER
ALL.



I'M GOING BACK TO
MY OLD JOB AS A
NETWORK SYSTEMS
ADMINISTRATOR.



I'M ATTRACTED BY
THE POTENTIAL FOR
RECKLESS ABUSE
OF POWER.



THIS NEW ETHERNET CARD
COULD SOLVE YOUR
PROBLEM. WOULD YOU
LIKE A SNIFF BEFORE I
THROW IT IN A
BIG PILE IN
MY OFFICE?



DOGBERT THE NETWORK
SYSTEMS ADMINISTRATOR

THE SOFTWARE
MANUALS ARE
LOCKED IN THIS
ROOM.



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I DON'T LET USERS
HAVE MANUALS, FOR
REASONS THAT COULD
ONLY BE DESCRIBED
AS MEAN-
SPIRITED.



10/20/97

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IS THERE
ANY WAY
WE CAN
MEET HALF-
WAY ON THIS?



HEY, THAT
DOOR DIDN'T
ALWAYS
HAVE A
WINDOW.

DOGBERT THE NETWORK
SYSTEMS ADMINISTRATOR

WALLY, DID YOU
KNOW YOUR
E-MAIL SYSTEM
ISN'T
PRIVATE?



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5-Adult

I'VE COMPILED A BINDER
WITH ALL OF YOUR
OFF-COLOR HUMOR,
UNKIND REFERENCES TO
CO-WORKERS, NAUGHTY
PROPOSITIONS, AND
ADMISSIONS
OF THEFT.



WHERE IS THIS HEADING?

I'D LIKE YOU
TO SING THAT
QUESTION
WHILE
HOPPING
ON ONE
FOOT.



8/30/97

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SCOTT ADAMS

I'LL MAKE A QUICK COPY, THEN WE CAN DISCUSS IT.

NO, NO, I'LL HAVE MY SECRETARY DO THAT.

THAT WILL TAKE LONGER.

IT'S MORE COST-EFFECTIVE.

WE'RE HIGHLY PAID PROFESSIONALS. CAROL IS... WELL... I DON'T KNOW IF WE PAY HER AT ALL.

NOW WE'RE FREE TO DO HIGH-LEVEL PLANNING.

UM... WE KINDA NEED THAT DOCUMENT.

OOH, TIME FOR LUNCH.

SO... DO YOU FISH?

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"THIS IS DOGBERT THE
NETWORK SYSTEMS
ADMINISTRATOR, TO
ALL IGNORANT
EMPLOYEES."



HE WHO CONTROLS
YOUR INFORMATION
CONTROLS YOU. I
CONTROL YOUR
INFORMATION.



"THE BOARD OF
DIRECTORS HAS
APPOINTED ME
EMPEROR FOR
LIFE. BRING
THE POINTY-
HAired BOSS
TO ME."



UH-OH!
THE
ESCAPE
KEY ISN'T
WORKING!

DOGBERT: COMPANY EMPEROR

TELL THE EMPLOYEES TO
GET WHEELBARROWS TO
CARRY MY SALARY OUT
OF HERE.



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5-Adam-J

TURN OUT THE LIGHTS
WHEN YOU'RE DONE.
YOU'RE ALL DOWNSIZED.
SHOO!



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THE MEDIA LOVED HIM

CAN WE
CALL YOU
"BUZZ SAW
DOGBERT"?

I BOUGHT YOUR
PARENT COM-
PANY TODAY.
YOU'RE DOWNSIZED.
SHOO!



DOGBERT: CORPORATE EMPEROR

I DON'T LIKE TO
CALL WHAT I'M DOING
"DOWNSIZING." IT
SOUNDS TOO NEGATIVE.



5 Addams E-mail: SCOTTADAMS@aol.com

I LIKE TO CALL
IT "WEDGIESIZING."
NOW CLEAN OUT
YOUR DESK AND
SHOO!

YANK!



HE DIDN'T
TAKE THAT
VERY WELL.

YOU CAN'T
PLEASE
EVERYONE,
BOB.

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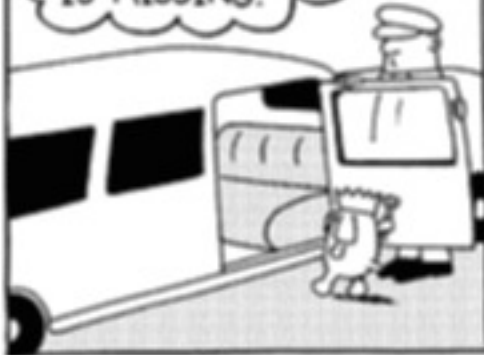
I'VE DOWNSIZED THIS
COMPANY AND PLUNDERED
ITS EQUITY BY
EXERCISING MY MASSIVE
STOCK OPTIONS.



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YET MY VICTORY SEEMS
HOLLOW. SOMETHING
IS MISSING.



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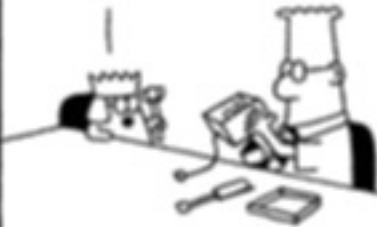
MAYBE YOU'RE MISSING
A SENSE OF MEANINGFUL
CONTRIBUTION
TO SOCIETY.



MAYBE... BUT
I'M THINKING
BOOK DEAL AND
TROPHY WIFE.



SINCE I'M THE MAJOR
BREADWINNER HERE,
I DECIDED TO NAME
THE HOUSE "DOGBERT
MANOR."



AND I'VE DECIDED TO
NAME YOU JENNIFER
BECAUSE I LIKE THE
NAME.



I DON'T KNOW WHY I
BOUGHT THIS. IT'S JUST A
BOX FULL OF ELECTRONICS
THAT YOU CAN LOOK AT.

SHUT UP,
JENNIFER.



WE CAN HANDLE
YOUR INVESTMENTS
SO YOU CAN RETIRE
AND LIVE OFF THE
EARNINGS.



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JUST SIGN THIS
INCOMPREHENSIBLE
CONTRACT, HAND ALL
YOUR MONEY TO TOTAL
STRANGERS AND RELAX!



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WE'LL NEED TO KNOW
WHAT YOUR TOLERANCE
TO RISK IS.

I THINK I
JUST MAXED
OUT.





DILBERT®

BY

SCOTT ADAMS



THIS IS DOGBERT'S
TECHNICAL SUPPORT.
HOW MAY I
DISCONNECT YOU?

WHAT ARE MY
CHOICES?

I RECOMMEND THE
ABRUPT DISCONNECT;
SIMPLE, GETS THE
JOB DONE.

I HAD THAT LAST
TIME.. WHAT ELSE
DO YOU HAVE?

YOU MIGHT LIKE OUR
"PLEASE HOLD,"
FOLLOWED BY THE
"WRONG BUTTON,"
DISCONNECT.

TOO PREDICTABLE..
DO YOU HAVE
ANYTHING NEW?

TRY OUR "KEVORKIAN
DISCONNECT." I PUT
YOU ON HOLD AND
PLAY AN ANNOYING
MESSAGE UNTIL YOU
DISCONNECT YOURSELF.

YOUR CALL IS IMPORTANT.
PLEASE HOLD WHILE WE
IGNORE IT ... YOUR CALL
IS IMPORTANT...

NOT
BAD.

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IT'S BEEN A STRESSFUL DAY. LUCKILY I HAVE THIS LITTLE BALLOON FULL OF SAND TO SQUEEZE TO REDUCE MY STRESS.



S. Adams E-mail: SCOTTADAMS@aol.com

OOPS



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YOU NEED A NEW KYBARD? WHAT'S A KYBARD?



JUST SIGN THE STUPID THING!!!

I'M THINKING OF
GROWING A BEARD
TO DISGUISE THE
FACT THAT I HAVE
NO CHIN.



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THEN I'LL GET SOME
LOOSE SWEATERS TO
DISGUISE THE FACT
THAT I HAVE NO
WAIST.



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MAYBE YOU SHOULD GET
A SHERLOCK HOLMES
OUTFIT TO DISGUISE THE
FACT THAT YOU
HAVE NO
CLUE.

MAYBE SOME
MANNEQUINS
AS FRIENDS.



HAVE A NICE FLIGHT.
REMEMBER TO TURN ON
YOUR LAPTOP COMPUTER
DURING TAKEOFF.



I THOUGHT
THEY TELL
YOU TO
TURN IT
OFF.



OFF?!! HOW
WOULD THEY
TRANSFER
CONTROL TO
YOU IF THEY
HAD TROUBLE?



TURN OFF THAT
~~100%~~ LAPTOP!!



NO WAY!
I HAVE
TO LAND
THIS BABY!
... CAN I
DO THAT IN
"EXCEL"?



I JUST HEARD
THAT OUR POINTY-
HAired BOSS'S
PLANE CRASHED.

I MUST
ADMIT
I HAVE
MIXED
FEELINGS.

YOU DON'T
KNOW IF YOU
SHOULD MOURN
OR CELEBRATE,
RIGHT?

NO, I
MEAN
CELEBRATE
OR LEAVE
EARLY.

HURRY IF
YOU WANT
SOME CAKE.

NOW THAT OUR BOSS IS
PRESUMED DEAD, I FOUND
OUT I LIKE
TO WORK.

I FINISHED
THREE PROJECTS
TODAY!

I LOST FIVE POUNDS,
GAVE UP COFFEE, AND
APPLIED FOR SEVEN
PATENTS!

GO, ALICE!

LIFE
WITHOUT
MANAGE-
MENT IS
LIKE
PARADISE!

WHO WANTS
TO SPOON-HUG?

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5/1/07

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WORK HAS BEEN GREAT
SINCE OUR BOSS WENT
DOWN ON THE JET!

UH-OH

I SURVIVED WITH ONLY
MINOR HAIR INJURIES.
I WAS LUCKY TO BE ON
A FLIGHT THAT HAD A
HUNDRED NUNS
ONBOARD!

YOU WERE
SAVED BY
PRAYER?

NO, PADDING.
THEY DON'T
DO A LOT OF
AEROBICS AT
THE NUNNERY.

Salts E-mail: SCOTTADAM@AOL.COM

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DILBERT®

BY

SCOTT ADAMS



I AM MORDAC THE
REFUSER. I AM HERE
TO DISCUSS YOUR REQUEST
FOR A COMPUTER
UPGRADE.



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CRINKLE!
MMPHH!
CHOMP CHOMP
CHOMP



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WE
LOTH
THUH
PAHPER-
WUHK.

THAT'S A HUGE
SURPRISE.
LUCKILY I
MADE SEVENTY-
FIVE EXTRA
COPIES.



I AM MORDAC THE
PREVENTER, YOUR LIASON
FROM THE INFORMATION
TECHNOLOGY DEPARTMENT.



5/Adams www.unitedmedia.com

I COME WITH TALES OF
RESOURCE SHORTAGES.
YOUR REQUEST FOR OUR
SERVICES IS DENIED.



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I DIDN'T REQUEST ANY
OF YOUR SERVICES.

DON'T TRY YOUR
REVERSE
PSYCHOLOGY
ON ME.



I'M NOT USING REVERSE
PSYCHOLOGY! I REALLY
DON'T NEED ANYTHING
FROM THE INFORMATION
TECHNOLOGY
DEPARTMENT.



CURSE YOU! YOU KNOW
OUR GOAL IS TO GIVE YOU
THE OPPOSITE OF WHAT
YOU WANT. IF YOU
WANT NOTHING WE
MUST GIVE YOU
EVERYTHING!



PLEASE TELL ME HOW YOU
GOT THEM TO DO THIS.

WATCH ME
LAUNCH THE
SPACE
SHUTTLE!



FOR THOSE WHO JOINED US LATE, THIS IS BOB THE DINOSAUR. HE LIVES WITH DILBERT AND ME.



DINOSAURS AREN'T EXTINCT. THEY'RE JUST HIDING BEHIND FURNITURE

THIS IS DAWN, MY MATE, AND LITTLE REX.



YOU'LL NOTICE THAT THEY USE A LOT OF SPACE AND THEY AREN'T VERY RELEVANT.

I THINK REX HAS MY EYES.



THERE'S NOT ENOUGH
ROOM FOR ALL OF
YOU DINOSAURS.
ONE OF YOU
MUST BE
DOWNSIZED.



5. Adam's E-mail: SCOTTADAMS@aol.com

IF IT HELPS, THESE
SPIKEY THINGS ARE A
SAFETY HAZARD. AND
LITTLE REX ATE YOUR
FICUS TREE.



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THANKS
FOR
BEING
PROFES-
SIONAL
ABOUT
THIS,
BOB.



WHEN YOU PUT
HIM IN GOOD
LIGHT, HOW CUTE
IS HE REALLY?

SHOULD THE DINOSAURS
BE DOWNSIZED? YOU
DECIDE THEIR FATE.



VOTE BY E-MAIL:
DINOSAURS@UNITEDMEDIA.COM

- A. I LOVE THE DINOSAURS!
- B. STICK TO OFFICE JOKES!
- C. NO TALKING ANIMALS!
- D. I DON'T HAVE ANY
OPINIONS BUT I LIKE
TO VOTE!
- E. GET RID OF EVERYONE
SO I CAN USE THE
BLANK SPACE FOR NOTES.

www.unitedmedia.com

THERE'S A JIMMY
CARTER HERE TO
MONITOR THE
VOTING.



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DILBERT®



BY

SCOTT ADAMS



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LOOK AT THE "ROLEX"
WATCH I GOT FROM
A VENDOR.



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DO YOU KNOW THERE'S
A CORPORATE LIMIT
OF FIFTY DOLLARS FOR
VENDOR GIFTS?

SURE.



AND YOU KNOW THAT'S A
MAXIMUM
NOT A
MINIMUM.

OOH. MAYBE
THAT'S WHY
HE WHINED
WHEN I
TOOK IT OFF

HIS
ARM.



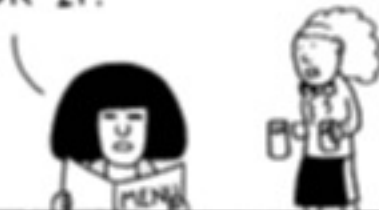
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DO YOU
REALIZE
THIS IS
OUR THIRD
DATE?

WE'RE NOT
DATING. I'M
A VENDOR
AND YOU'RE
MY CLIENT.



YOU ALWAYS SAY THE
ONLY TIME WE CAN
MEET IS DURING
LUNCH. THAT WAY I'M
OBLIGATED TO PAY
FOR IT.



YOU'RE FEISTY. I'D
BETTER GET THE
OYSTERS.





I'M PUTTING
YOU IN CHARGE
OF GETTING
ISO 14000
CERTIFICATION.



WHAT'S THE DIFFERENCE
BETWEEN THAT AND
ISO 9000?

OH, ABOUT
6000. HA HA
HA HA!!



HEY, I THINK
I'LL USE THAT
ONE AT THE
STOCKHOLDER
MEETING?

YEAH,
THAT'LL
WAKE
THEM UP.

I UNDERSTAND IT'S YOUR
JOB TO MAKE SURE YOUR
COMPANY CAN PASS AN
ISO 14000 INSPECTION.



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AND I UNDERSTAND
THAT YOUR COMPANY
PAYS THE INSPECTOR
FOR EACH INSPECTION.

SO?



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DOGBERT: ISO 14000 INSPECTOR

YOU FAIL
AGAIN.
THAT'S
\$10,000
PLEASE.



NEXT TIME,
COULD YOU
ACTUALLY
WALK AROUND
AND LOOK
AT STUFF?



I DIDN'T USE MY
BRAIN THIS WEEK.

I LISTENED TO THINGS
I ALREADY KNEW: I
WAITED FOR PEOPLE WHO
WERE LATE: I WAS
A PASSENGER IN MY
CAR POOL.

LET'S START
THE STAFF
MEETING.

YES!! KEEPING
THE STREAK
ALIVE!

WE HAVE TO IMPROVE
OUR IMAGE IN THE
INTERNET COMMUNITY.



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LET'S DO A MASS
UNSOLICITED
E-MAIL CAMPAIGN
TO TELL PEOPLE
HOW NICE WE ARE.



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YOU HAVE THE LOOK
OF A MAN WHO
WAS JUST PUT IN
CHARGE OF IMPE-
MENTING HIS OWN
SARCASTIC
SUGGESTION.





DILBERT®

BY

SCOTT ADAMS



GET MY APPROVAL AT EACH PHASE. FINISH IN ONE MONTH.

LET'S SEE... YOU'RE ON VACATION NEXT WEEK. THEN YOU'RE TRAVELING. THEN THERE'S YOUR EXECUTIVE RETREAT...

... IT TAKES THREE WEEKS TO GET ON YOUR CALENDAR... AND THE PROJECT HAS SIX PHASES...

WHAT WE HAVE HERE IS GUARANTEED FAILURE.

YOU'VE LEFT NOTHING TO CHANCE ON THIS ONE.

I MEAN, NORMALLY THERE'S A BIT OF UNCERTAINTY, BUT YOU'VE ... OH.

YOU'VE SLIPPED INTO THE "BOSS ZONE" WHERE YOU CAN'T SEE OR HEAR EMPLOYEE INPUT.

IT'S WEIRD. I LOST TEN MINUTES, AND WHEN I WOKE UP, MY DOUGHNUTS WERE GONE.

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I HAVE A QUESTION
ABOUT THIS DOCUMENT
MARKED "PROPRIETARY."



IF I SPENT MY ENTIRE
LIFE SEARCHING, DO
YOU THINK I COULD
FIND ANYONE WHO
WOULD CARE ABOUT
THIS?



AS YOU GAIN
EXPERIENCE, YOU'LL
REALIZE THAT ALL
LOGICAL QUESTIONS
ARE CONSIDERED
INSUBORDINATION.



I HAVE A NEW
PERSONAL CRUSADE.

I'M GOING TO HUNT
DOWN THE PEOPLE WHO
HAVE STRONG OPINIONS
ON SUBJECTS THEY DON'T
UNDERSTAND. THEN I'LL
BOP THEM WITH THIS
CARDBOARD TUBE.

THAT WOULD INCLUDE
EVERYONE ON EARTH
EXCEPT YOU AND ME.

LEAN
OVER
HERE.

www.unitedmedia.com

S. Albin

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PEOPLE WITH BAD OPINIONS

THE INTERNET SHOULD
BE FREE. WHY SHOULD
I HAVE TO PAY SOME
GREEDY CORPORATION
OR LOOK AT ADS??!!



I WILL NOW USE THIS
CARDBOARD TUBE TO
EXPLAIN THE INTRICACIES
OF CAPITALISM.



LESSON ONE:
THIS WAS SOME-
THING THAT SHOULD
BE FREE.



UH-OH. ALL OF THE STUPID
PEOPLE YOU'VE INSULTED
HAVE FORMED A MOB AND
SURROUNDED OUR HOUSE.



WE DON'T HAVE TO TAKE
THIS ABUSE. LET'S SEE
HOW LONG HE CAN
SURVIVE WITHOUT WATER!



THEY'RE TAKING TURNS
PUTTING OUR HOSE IN
THEIR MOUTHS. I THINK
THEY'RE TRYING TO DRINK
ALL OF OUR WATER.



A MOB OF STUPID PEOPLE
ATTACK DOGBERT'S HOUSE

OUR PLAN TO DRINK ALL OF
HIS HOSE WATER ISN'T
WORKING.

DOWN
WITH
DOGBERT



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HEY, CAREFUL! YOU'RE
GETTING WATER ALL OVER
THE GRASS...

WAIT, THAT
GIVES ME AN
IDEA!!

DOWN
WITH
DOGBERT



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HOW'S
THE
ATTACK
GOING?

THEY TRIED TO
RUIN OUR LAWN
BY SPRAYING
WATER ON IT.
BUT NOW IT'S
TURNED INTO
A HOSE FIGHT.



AHHH... IT'S
GOING TO BE A
GLORIOUS DAY OF
TELECOMMUTING.



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THERE'S NOTHING
HERE TO DISTRACT
ME. IT'S JUST ME...



... AND
MY TALK-
ING REFRIG-
ERATOR.



I'LL BET YOU
CAN'T EAT A
WHOLE JAR
OF PICKLES.



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I LIKE MEN
WHO KNOW
HOW TO
COMMUNICATE...



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BUT NOT A MAN WHO
ONLY TALKS ABOUT
SPORTS, OR COMPUTERS,
OR HIS JOB, OR TV,
OR SEX, OR JOKES, OR
HIS ACCOMPLISHMENTS...



THAT WOULD LEAVE ...
GREEK MYTHOLOGY...
AND ... YOU

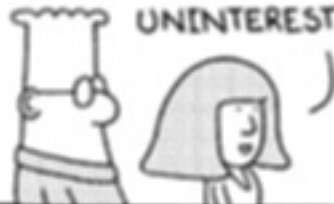


NO GREEK
STUFF.

I HAD FUN
TALKING TO
YOU TONIGHT,
GILBERT.



IT GOT A LITTLE BORING
WHEN YOU TRIED TO
STEER THE CONVERSA-
TION AWAY FROM ME.
BUT I MANAGED TO SHUT
YOU DOWN BY LOOKING
UNINTERESTED.



IT'S DILBERT,
NOT GILBERT.



HOW DO
YOU LIKE
TELECOMMUT-
ING, ALICE?

IT'S GOOD,
EXCEPT I'VE
DEVELOPED
A TENDENCY
TO SNACK.

GLUG GLUG
GLUG GLUG GLUG
GLUG GLUG GLUG GLUG

I'M SURE
YOU'LL
KEEP YOUR
DISCIPLINE.

I LOVE "ZESTY
ITALIAN"
DRESSING

BURP ☹

TELECOMMUTERS CAN
EAT ANY TIME THEY
WANT, JUST LIKE
WILD ANIMALS.



S. A. 12/97 www.unitedmedia.com

THERE'S ONLY ONE
WAY THEY'LL EVER
GET ME BACK IN
THE CUBICLE.



HERE'S THE PLAN. YOU'LL
NEED TRANQUILIZER
DARTS, A FLATBED
TRUCK AND A GIANT
SHOEHORN.

NO HARPOON?



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COME OUT OF
THERE, ALICE!
WE KNOW YOU'RE
TELECOMMUTING!

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NEVER! I'M FREE!
YOU CAN'T MAKE ME
GO BACK TO A
CUBICLE!!

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DANG

I ASK FOR
SO LITTLE.



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AND BOY DO
I GET IT.





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I'M STARTING A MUTUAL FUND FOR INVESTORS WHO AREN'T BRIGHT ENOUGH TO KNOW THEIR ALTERNATIVES.



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IT MUST BE A HUGE MARKET. OTHERWISE MOST PEOPLE WOULD INVEST IN INDEX FUNDS.



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WHAT'S AN INDEX FUND?

OUCH, OUCH!
YOU'RE MAKING
ME WAG TOO
HARD!



THE DOGBERT MUTUAL FUND

AS YOU KNOW, PAST
PERFORMANCE IS NO
INDICATION OF FUTURE
PERFORMANCE.



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SO MY STRATEGY IS
TO USE YOUR ENTIRE
INVESTMENT FOR MY
PERSONAL EXPENSES
AND SEE WHAT HAPPENS.



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HAS THAT
STRATEGY
EVER
WORKED
BEFORE?



GEEZ, IT'S
LIKE I'M
TALKING TO
A WALL HERE.

STUDIES HAVE SHOWN
THAT MONKEYS CAN PICK
STOCKS BETTER THAN
MOST PROFESSIONALS.



PAID COMMERCIAL

THAT'S WHY THE
DOGBERT MUTUAL FUND
EMPLOYS ONLY MONKEYS.



YES, OUR FEES ARE
HIGH, BUT I DON'T
APOLOGIZE FOR HIRING
THE BEST.



DOGBERT MUTUAL FUND

I DON'T UNDERSTAND WHY ANY INTELLIGENT INVESTOR WOULD PUT MONEY IN A FUND THAT HAS NO TRACK RECORD.



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I TRY TO STEER CLEAR OF INTELLIGENT INVESTORS.

HERE'S MY LIFE'S SAVINGS.



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DO YOU WANT MY NAME AND ADDRESS?

NO, I TRUST YOU.



THE DOGBERT MUTUAL FUND

IS IT HARD TO WRITE
AN EARNINGS REPORT
AFTER YOU STEAL
THE INVESTORS' MONEY?

NAH.

I'LL JUST COMPARE MY
FUND'S PERFORMANCE
TO THE S&P 500
UNDER A COMMON SET
OF ASSUMPTIONS.

OH.

HOW
DID
OUR
DOGBERT
FUND DO?

"TEN PERCENT
BETTER THAN
THE S&P 500
IF IT WERE ALSO
MANAGED BY AN
UNSCRUPULOUS
DOG!"

MY GUEST TODAY ON
"MONEY CHATTER" IS
THE HEAD OF THE
"DOGBERT MUTUAL
FUND."

I

IT'S REPORTED THAT
YOUR FUND IS THE
HIGHEST PERFORMER
OF THE DECADE. TELL
US HOW YOU MADE
THAT HAPPEN.

OKAY.

APPARENTLY, THIS
GUY WILL READ
ANYTHING YOU
HAND HIM.

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DILBERT

BY

SCOTT ADAMS



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I'M GOING INTO THE
SPORTS MEMORABILIA
BUSINESS.



I'VE HEARD THAT MOST
AUTOGRAPHS ARE
FORGERIES, SO MY
INITIAL INVESTMENT
WILL BE LOW.



CAN I
INTEREST
YOU IN A
BASEBALL
SIGNED BY
MOSES?

WOW! THAT'S
GOING TO BE
WORTH
SOMETHING.



SPORTS MEMORABILIA

THIS IS THE BEST PRICE
I'VE SEEN FOR A BASEBALL
AUTOGRAPHED BY
BADE RUTH.



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BUT I DON'T SEE
WHERE THE
AUTOGRAPH IS.



IT GETS AUTOGRAPHED
LATER TONIGHT.

I'LL TAKE THIS
AND THREE OF
THE HONUS
WAGNER CARDS.



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YOU SAY THIS
FOOTBALL WAS
AUTOGRAPHED
BY JESUS ...

BUT I'M NO FOOL.
THIS ISN'T A FOOT-
BALL. IT HAS NO
STITCHES.

THEY
HEALED.

WOW!

AND I THINK
I HEARD IT
OINK.

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AUTOGRAPHS FOR SALE

WOW... A SOFTBALL SIGNED
BY MARTIN LUTHER,
LEADER OF THE
PROTESTANT REFOR-
MATION.



I'M IMPRESSED, BUT
WHAT I'M LOOKING
FOR IS SOMETHING
SIGNED BY MARTIN
LUTHER KING JR.



TOO BAD
YOU DONT
HAVE ANY-
THING
FROM
HIM.

CHECK BACK
IN TEN
MINUTES.



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IF YOU WANT TO BE
PROMOTED, YOU HAVE
TO BE HIGHLY VISIBLE.



ASK QUESTIONS AT
MEETINGS. BUT MAKE
THEM EASY SO YOU
DON'T EMBARRASS
YOUR BOSS.



...SO IF THERE'S AN
ACCIDENT IN A COMPANY
CAR, WHERE SHOULD WE
BURY THE
SURVIVORS?

I USUALLY
PUT THEM IN
THE TRUNK.



I'VE BEEN SEEING
A BEAUTIFUL WOMAN.
BUT SOMETHING
CAME BETWEEN US.



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HER
CURTAINS?



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VENETIAN
BLINDS.
TOTALLY
UNFOR-
GIVING.



MAYBE SHE
GOT SPOOKED
WHEN YOU
PUT THE LAWN
CHAIR IN HER
YARD.





DILBERT®

BY

SCOTT ADAMS



IT HAS COME TO MY ATTENTION THAT ONE OF YOU HAS A SOCIAL LIFE.

THERE MUST BE SOME MISTAKE.

WE CAN'T BE SUCCESSFUL UNTIL OUR SOCIAL LIVES ARE WORSE THAN THE INDUSTRY AVERAGE.

OUR COMPETITORS SPEND THE NIGHTS IN THEIR CUCICLES. THEY EAT FROM VENDING MACHINES.

SOMEONE HERE HAS NOT SHOWN THE SAME LEVEL OF COMPETITIVE SPIRIT.

SOMEONE HAD A SOCIAL ACTIVITY LAST NIGHT!

I'M SORRY! I THOUGHT THEY WERE FRIENDS... BUT THEY WERE ONLY RECRUITING FOR A MULTI-LEVEL MARKETING NETWORK!!!

WHAT WERE THEY SELLING?

EDIBLE WAX FRUIT...

BROCHURE?

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ALICE, I'VE NOTICED A
DISTURBING PATTERN.
YOUR SOLUTIONS TO
PROBLEMS ARE ALWAYS
THE THINGS YOU TRY LAST.



WITH ALL DUE RESPECT,
ARE YOU USING YOUR
SKULL TO STORE OLD
RAGS OR WHAT?



IT'S A GOOD THING
YOU SAID "WITH ALL
DUE RESPECT."



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I DISCOVERED THAT OUR
POINTY-HAIRED BOSS
DOESN'T KNOW HE'S BEING
INSULTED IF YOU SAY
"WITH ALL DUE RESPECT"
FIRST.



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I LOVE THE
INTANGIBLE
BENEFITS OF
THIS JOB.



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WITH ALL DUE RESPECT,
IS THAT YOUR FACE OR
IS A MONKEY CLIMBING
DOWN YOUR COLLAR
HEADFIRST?



CATBERT: EVIL H.R. DIRECTOR

I CAN'T RAISE YOUR
SALARY LEVEL BECAUSE
YOU DON'T HAVE TEN
YEARS EXPERIENCE
WITH "JAVA" CODING.



S. Adams www.unitedmedia.com

NOBODY HAS TEN
YEARS EXPERIENCE
WITH NEW TECH-
NOLOGY! YOU'RE
JUST BEING EVIL.
ADMIT IT.



AND COULD YOU PLEASE
SHAKE YOUR HEAD
BACK AND FORTH
INSTEAD OF SPINNING
IT AROUND?



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CATBERT: EVIL H.R. DIRECTOR

THERE ARE SEVERAL
MANDATORY CLASSES
FOR MANAGERS.



5. Alza-us www.unitedmedia.com

- AVOIDING CONTACT
WITH SUBORDINATES.
- MISPLACING IMPORTANT
DOCUMENTS.
- THE JOY OF LISTENING
TO YOUR OWN VOICE.



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HAVE YOU TAKEN THE
PREREQUISITE CLASS
IN TIME MANAGEMENT?



TWICE.

MANAGER TRAINING

NEVER BE IN THE
SAME ROOM AS
A DECISION.



5. Adkins E-mail: SCOTTADAM@AOL.COM

I'LL ILLUSTRATE MY
POINT WITH A
PUPPET SHOW THAT
I CALL ...



"JOURNEY TO BLAMEVILLE,"
STARRING "SUGGESTION
SAM" AND "MANAGER
MEG."



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MANAGER TRAINING

YOU WILL OFTEN BE
ASKED TO COMMENT
ON THINGS YOU
DON'T UNDERSTAND.



THESE HANDOUTS
CONTAIN NONSENSE
PHRASES THAT CAN
BE USED IN ANY
SITUATION.



... SO, LET'S DOMINATE
OUR INDUSTRY ... WITH
QUALITY IMPLEMENTATION
OF METHODOLOGIES.

I'LL GET RIGHT
ON IT.





DILBERT®

BY

SCOTT ADAMS



MARKETING DEPARTMENT

HEY! IT'S A MAGAZINE!

ENGINEERING DEPARTMENT

DANGER! A MAGAZINE HAS BEEN DISCOVERED IN MARKETING!

MARKETING HAS A MAGAZINE!

GASP

GATHER THE OTHER ENGINEERS. WE MUST GET THAT MAGAZINE.

CHECK

WAR ROOM

WE THINK IT WAS A CARELESS MISTAKE BY SOMEONE IN THE MAIL DEPARTMENT.

AS YOU KNOW, THERE IS NOTHING MORE DANGEROUS THAN A MARKETING PERSON WITH A LITTLE BIT OF KNOWLEDGE.

WE KNOW WHERE THE MAGAZINE WILL BE READ. WE NEED NETS, ROPE AND TRANQUILIZER DARTS.

I'LL HAVE TO ASK ENGINEERING TO BUILD ONE OF THESE SPACE STATIONS...

PHOOT

MEN

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I'M STARTING MY
OWN BUSINESS AS
A MASSEUR.

MY SPECIALTY WILL
BE IN-OFFICE CHAIR
MASSAGES FOR CUBICLE
DWELLERS.

WERE YOU
PLANNING
TO TOUCH
MY BACK
AT ANY
POINT?

IT'S A
CHAIR
MASSAGE,
PERVERT.

WE NEED COBOL
PROGRAMMERS FOR
OUR MAINFRAME
MILLENNIUM PROBLEM.



IF YOU SEE ANYONE
WHO LOOKS LIKE
A COBOL PROGRAMMER,
LET ME KNOW.

TURN
AROUND.



ARE YOU A COBOL
PROGRAMMER?

NO, BUT I'M OFTEN
TOLD I LOOK LIKE
ONE.

YOU'RE
HIRED.



YOU TWO WILL BE IN
CHARGE OF REWRITING
OUR COBOL CODE TO
FIX THE MILLENNIUM
PROBLEM.



I REALIZE YOU'VE NEVER
WORKED WITH COBOL
BEFORE, ASOK. THAT'S
WHY I'M TEAMING YOU
WITH BOB, SO YOU CAN
LEARN FROM HIS VAST
EXPERIENCE.



SO, YOU RECOMMEND
WAITING FOR A METEOR
TO KILL US ALL.

THE GLACIERS
ARE WAY
TOO SLOW.



MOST PROBLEMS GO
AWAY IF YOU WAIT
LONG ENOUGH, ASOK.

IT MIGHT LOOK LIKE I'M
STANDING MOTIONLESS,
BUT I'M ACTIVELY
WAITING FOR OUR
PROBLEMS TO GO AWAY.

THERE'S BEEN A REORGA-
NIZATION...

I DON'T KNOW
WHY THIS WORKS,
BUT IT DOES.

E-mail: SCOTTADAMS@aol.com

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CATBERT: EVIL H.R. DIRECTOR

YOU DON'T NEED TO
REWARD EMPLOYEES.



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JUST TORTURE THEM
LESS. IT WILL FEEL
THE SAME AS A
REWARD.



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YOU MAY SKIP MY
STAFF MEETING THIS
WEEK, ALICE.

THANK YOU
THANK YOU
THANK YOU.



WE'LL NEED A
RISK ANALYSIS
ON THIS PROJECT
BEFORE I CAN
APPROVE IT.



RISK 1: INDECISIVENESS
RISK 2: OVERANALYSIS
RISK 3: CLUELESSNESS
RISK 4: MICROMANAGE-
MENT...



I DON'T
UNDERSTAND
THESE
RISKS.

THAT'S
NUMBER
THIRTY-SIX.

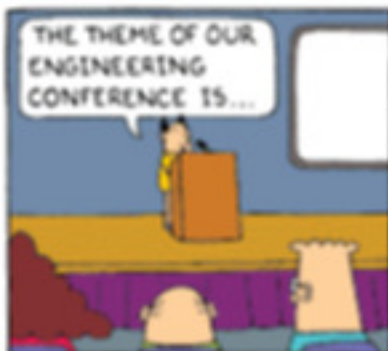




DILBERT®

BY

SCOTT ADAMS



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I'M WITH THE CUBICLE
POLICE. THIS IS A
SAFETY VIOLATION.



IT'S PERFECTLY SAFE
UNLESS YOU TAP IT
WITH A FLASHLIGHT
OR A DOG JUMPS
ON IT.



THIS PLAYS RIGHT INTO
MY THEORY THAT CUBICLES
ARE LIVING ORGANISMS.



I HEARD THAT A STACK
OF YOUR PAPERS FELL
OVER AND KILLED A
CUBICLE COP.



WHAT
DID YOU
DO WITH
THE BODY?



I ENROLLED
IT IN THE
QUALITY
WORKSHOP
NEXT DOOR.



IT'S A
TEMPORARY
SOLUTION.

THE WORK-
SHOP IS
ONLY THREE
DAYS.



... WELL, THAT DEPENDS
ON MANY FACTORS
INVOLVING FEATURES
AND USAGE.



S. Adams E-mail: SCOTTADAMS@aol.com

DO YOU ENGINEERS HAVE
A SECRET PACT TO
WITHHOLD ALL USEFUL
INFORMATION? YOU
HAVEN'T ANSWERED ONE
QUESTION AND IT'S
ALREADY ... UM...



WE HEAR
YOU GAVE
INFOR-
MATION TO
MARKETING.

JUST THE
TIME OF DAY.
HE WOULD
HAVE FOUND
OUT ANYWAY!



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DOGBERT'S DATING ADVICE

WOMEN LIKE MEN WHO
HAVE ACCOMPLISHMENTS.
BUT THEY HATE MEN WHO
BOAST.



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5-A48m-1

I WILL BE YOUR
DESIGNATED BRAGGER,
ALLOWING YOU TO
APPEAR HUMBLE.



ONE POTENTIAL PROBLEM
WITH THIS PLAN IS THAT
I HAVE NO
ACCOMPLISHMENTS.



IF SHE ISN'T
WEARING MAKEUP,
WE'LL BE HONEST
TOO.



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HI, DILBERT!
HI, DOGBERT!

UH-OH.

SHE'S A HUGGER ON
THE FIRST DATE.
I NEVER KNOW
WHERE MY ARMS
SHOULD GO.

I HOPE THIS DOESN'T
SEEM AWKWARD, BUT
MY WATCH IS SNAGGED
ON YOUR BRA STRAP.

I LOVED IT WHEN YOU
HUGGED YOUR DATE AND
YOUR ARM GOT SNAGGED
ON HER BLOUSE...



AND IT WAS
HILARIOUS WHEN
YOU TRIED TO FREE
YOUR ARM AND
ACCIDENTALLY
RIPPED HER
TOP OFF.



BUT THE BEST PART
WAS WHEN YOU
YELLED, "I'M AN
ENGINEER, NOT
A DIAMOND
CUTTER, DANG
IT!"





DILBERT®

BY

SCOTT ADAMS



THIS IS URGENT.
STOP WHAT YOU'RE
DOING AND WORK
ON IT RIGHT NOW.

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IS IT MORE
URGENT THAN
WHAT I WAS
DOING?

I DON'T KNOW
WHAT YOU WERE
DOING.

EXACTLY. SO HOW
COULD YOU KNOW
IF THIS IS MORE
URGENT?

YOU COULD WORK
LATE AND DO
BOTH.

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WORK LATE? IS
THIS MORE IMPORTANT
THAN MY HEALTH?

FORGET IT! I'LL
HAVE ALICE DO
IT.

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JUST OUT OF CURIOSITY,
WHAT ARE YOU DOING?

PLAYING
"QUAKE."

TINA, WE'RE CHANGING
THE JOB TITLES OF ALL
NON-TECHNICAL PEOPLE.



COLLECTIVELY, YOU'LL
BE KNOWN AS OUR
S.C.C. GROUP.



I LIKE THE SOUND OF
IT - VERY DIGNIFIED.
WE WERE BEGINNING
TO FEEL LIKE SECOND-
CLASS CITIZENS. WHAT'S
S.C.C. STAND FOR?



ALL GREAT IDEAS LOOK
LIKE BAD IDEAS TO
PEOPLE WHO ARE
LOSERS.



S. Adams E-mail: SCOTTADAMS@aol.com

IT'S ALWAYS GOOD TO
TEST A NEW IDEA WITH
KNOWN LOSERS TO
MAKE SURE THEY DON'T
LIKE IT.



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DOGBERT'S RESEARCH CO.

WHAT A COINCIDENCE.
WE BOTH LOST THREE
HOMES IN
FLOOD ZONES.

LET'S
BEGIN.



DOGBERT RESEARCH CO.

YOU'VE ALL BEEN CARE-
FULLY SCREENED FOR
THIS FOCUS GROUP.



J. Adams www.unitedmedia.com

EACH OF YOU HAS A
PATTERN OF MAKING
"LOSER CHOICES." I'LL
TELL MY CLIENTS TO DO
THE OPPOSITE OF WHAT-
EVER YOU
RECOMMEND.



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FUN! I'M GLAD I
SKIPPED JURY DUTY
TO BE HERE.

I RESCHEDULED
MY LIVER TRANS-
PLANT!



DOGBERT RESEARCH CO.

FIRST QUESTION: WHAT
WOULD YOU LOSERS DO
IF A SMALL DOG WITH
GLASSES TOOK ADVANTAGE
OF YOU?



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WE WOULD COMPLAIN
TO THE... UM... WHO-
EVER HANDLES THAT
SORT OF
THING!

YEAH!



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IT COSTS FIFTY BUCKS
TO FILE A COMPLAINT?

BUREAU
OF
DOGS

AND TEN
BUCKS TO
BORROW
A PEN.



CATBERT: EVIL H.R. DIRECTOR

THE COMPANY HAS NO
IMPLIED CONTRACT
TO KEEP YOU
EMPLOYED, WALLY.

S. Adams www.unitedmedia.com

BUT WE EXPECT
TOTAL LOYALTY
OUT OF YOU.

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I REALLY, REALLY WISH
YOU WOULDN'T DO YOUR
FACE-STRETCHING
EXERCISES HERE
EVERY MORNING!

1-2-3...

A NEW FOG
IS ROLLING IN.



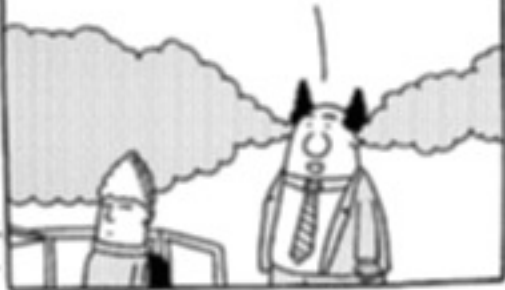
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THIS CAN ONLY
MEAN ONE
THING.



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CAROL, SCHEDULE A
STAFF MEETING. IT'S
TIME TO REORGANIZE
THE DEPARTMENT.





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I'M HERE TO INSTALL YOUR
ISDN PHONE LINE.



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S. Adams

THIS WILL ONLY TAKE
TWENTY MINUTES...
UNLESS SOMETHING
UNEXPECTED HAPPENS.



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GREAT,
BECAUSE
I NEED IT
TOMORROW.



UH-OH ...
YOUR WIRE
GOES INTO
A LITTLE
HOLE IN
THE WALL.



INSTALLING AN ISDN LINE

FIRST WE NEED TO MAKE SURE YOUR PHONE LINE IS CONNECTED TO OUR NETWORK.



5/4/97 E-mail: SCOTT@MSB AOL.COM

I'LL YANK THE WIRE WHILE YOU LISTEN FOR A "WHUMP" SOUND AT THE CENTRAL OFFICE..



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INSTALLING AN ISON LINE

THESE DIGITAL PHONE
LINES REQUIRE A VERY
DIFFERENT
INSTALLATION
PROCESS.



S. Adams www.unitedmedia.com

YOU'LL HAVE TO
SHOW ME YOUR
SPIDS NOW.



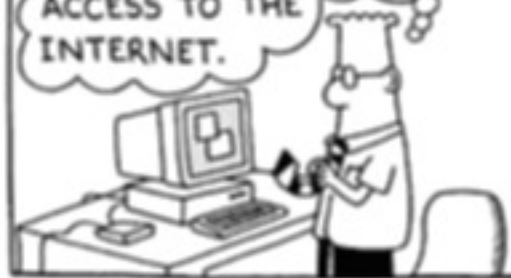
WHAT HAPPENED
AFTER THE SLAP FIGHT?

THEN IT GOT
AWKWARD.



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THE INSTALLATION IS
SUCCESSFUL. I HAVE
128 KILOBITS PER
SECOND OF DIGITAL
ACCESS TO THE
INTERNET.



J. Adams E-mail: SCOTTADAMS@aol.com

AS TRADITION
REQUIRES, I DO
THE ENGINEER'S
VICTORY DANCE.



1/23/97

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... SO IF I EVER
HAVE TO KILL HIM,
THE JURY WILL
REALIZE IT WAS
JUSTIFIED.



THIS IS AN AUTHENTIC
BABY, LESS THAN ONE
WEEK OLD.

AS I FEED THIS
AUTHENTIC BABY IN
FRONT OF YOU, RECALL
HOW BIG MY STOMACH
WAS LAST
WEEK.

SO, DO I STILL NEED A
NOTE FROM MY DOCTOR
TO EXPLAIN MY ABSENCE?

YES, UNLESS YOU CAN
PROVE WHERE MICKEY
ROONEY IS RIGHT
NOW.

FROM NOW ON, WE'LL
ONLY HIRE PEOPLE
WITH MASTERS DEGREES
FROM THE TOP COLLEGES.



S. Adams E-mail: SCOTTADAMS@aol.com

I DON'T HAVE A
MASTERS DEGREE FROM
A TOP COLLEGE. I'M
INSULTED BY THIS
NEW POLICY.



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AND NEW HIRES
MUST BE THIS
TALL TO WORK
HERE.



HEY!!



ASOK, AT THIS COMPANY,
WE THINK OUR INTERNS
ARE AS IMPORTANT AS
MINKS TO A MINK
COAT.



UM... MINKS DO
NOT ENJOY ANY
OF THE BENEFITS
OF THE MINK COAT.



AND
THEY'RE
GOOD
EATING;
TOO!



I MUST
REPORT YOU
TO THE
ANALOGY
POLICE.



ANALOGY
POLICE

OPEN

MY BOSS SAID I WAS
AS IMPORTANT AS A
MINK IS TO A MINK
COAT.

THAT SOUNDS
FINE TO ME.

BUT
THE
MINK
DIES.

I GUESS YOU
WON'T BE
LEAVING A
FULL FIFTEEN
PERCENT TIP.

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S. Allen

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ARE YOU SURE THIS IS
WHERE I REPORT THE
MISUSE OF ANALOGIES?
YOU'RE DRESSED VERY
ODD.



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IT'S CASUAL DAY.



THAT'S THE
MOST
FRIGHTENING
OUTFIT I'VE
EVER SEEN.



YOU HAVEN'T
SEEN ME IN
BICYCLE
PANTS.



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I USED TO BE PHIL, THE
RULER OF HECK. MY
PITCHSPOON WAS FEARED
BY ALL WHO COMMITTED
MINOR SINS.



THEN I MADE THE
MISTAKE OF MERGING
WITH A COMPANY
THAT MAKES NON-
ALCOHOLIC BEER.

I WAS
OUSTED.



THEY SAID WE'D
HAVE SYNERGY!!!

MAYBE IT WAS
JUST A BAD
PUN.



CAN YOU HELP
ME WRITE
A RÉSUMÉ?

YES, FOR A
LARGE FEE..

HOW DO I KNOW
YOU'RE QUALIFIED?

CHECK MY
RÉSUMÉ.

I'M HAVING TROUBLE
BELIEVING THAT YOU
INVENTED COFFEE.

CHECK MY
PATENT.

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S. Adams

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CAREER COUNSELING

I'D BE GOOD AT ANY
JOB INVOLVING SIN.



5 Adults E-mail: SCOTTADAMS@aol.com

PERHAPS SOMETHING
IN THE BINGO FIELD...
OR MAYBE BUDGET
WORK.

HOW
ABOUT
MARKET-
ING?



I HAVE A SOUL. IT'S
JUST A SMALL ONE.

GOTCHA. NO
MARKETING...
NO AUDITING...
NO GARMENT
MANUFACTURING.

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BY

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WHEN YOU'RE WITH
A WOMAN, EVERY-
THING YOU SAY
WILL LOWER HER
OPINION OF
YOU.



BUT I CAN GIVE HER
COMPLIMENTS, RIGHT?

NO! THAT'S
THE WORST
THING!



WOMEN KEEP A LOG
OF ALL COMPLIMENTS.
THEY ANALYZE THE
PATTERN TO IDENTIFY
NEGATIVE
TRENDS.

SHOULD I
USE MY
REAL
NAME?

GRUNT GRUNT. YOU'RE
ABSOLUTELY RIGHT. GRUNT
GRUNT GRUNT.



GRUNT
GRUNT
GRUNT



SOMEONE
COACHED YOU
WELL FOR
THIS DATE.
YOU HAVEN'T
SAID ANY-
THING I
OBJECT TO
YET.

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I SEE CUBICLE
FIBERS... YOU
HAVE AN
OFFICE JOB.



GRUNT



GRUNT
GRUNT.
YOU'RE
RIGHT.
GRUNT.

ALL YOU DO IS
GRUNT AND
AGREE WITH
ME.



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S. Allright

I'D BE LYING IF I SAID
I DIDN'T LIKE IT.
YOU'RE AN EXCELLENT
CONVERSATIONALIST...

IT'S A
TRAP.



AW, SHUCKS. I'M NOT
EXCELLENT AT ANYTHING.

YOU'RE TOO
PERFECT. YOU'VE
BEEN **COACHED!**



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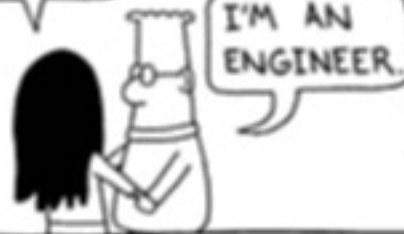
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SOONER OR LATER YOU'LL
SAY SOMETHING THAT
WILL LOWER MY OPINION
OF YOU.



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MEN ARE LIKE TIME
BOMBS. AT ANY MOMENT
YOU'LL SAY SOMETHING
THAT WILL RUIN THE
MAGIC.



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AAARGH!!
KILL ME!!
KILL ME!!



I FINISHED ALL OF
MY WORK. CAN I
GO HOME EARLY?



NO.

YOU'RE AN "EXEMPT"
EMPLOYEE. THAT
MEANS YOU'RE EXEMPT
FROM HAVING A LIFE.



I GUESS I COULD CLENCH
AN UNIMPORTANT
DOCUMENT AND SHUFFLE
AROUND
IN QUIET
DESPERATION.

THAT'S
THE
SPIRIT!



WE'LL PROBABLY HAVE TO
WORK ALL NIGHT ON
THIS PRESENTATION,
ASOK.



5/1/07 E-mail: SCOTTADAMS@aol.com

THAT'S BRILLIANT!
YOU PLAN TO USE YOUR
INEFFICIENCY TO MAKE
YOUR PROCRASTINATION
LOOK LIKE
MARTYRDOM!



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NOW I
HAVE TO
KILL YOU.



PLEASE DO.
REINCARNATION IS MY
ONLY HOPE.



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BY

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WE DON'T HAVE A CUBICLE AVAILABLE FOR YOU YET, BRUCE.

SO I'M DECLARING THIS PART OF THE CARPET TO BE YOUR OFFICE.

IF SOMEONE GOES TO A MEETING, YOU CAN SNEAK INTO HIS CUBICLE AND USE THE PHONE.

OUR COMPUTER BUDGET IS GONE, BUT WE HAVE AN OLD MONITOR THAT YOU CAN PUT ON TOP OF YOUR BRIEFCASE.

CAN I PUT TAPE ON THE CARPET TO MARK MY BOUNDARY?

THAT WON'T BE NECESSARY, THANKS TO THIS HI-TECH DEVICE.

A DOG COLLAR?

IT WILL GIVE A MILD SHOCK IF YOU CROSS YOUR INVISIBLE BOUNDARY.

THE NEW GUY HASN'T LEFT THAT SPOT FOR A WEEK.

WALLY TAUGHT HIM TO BEG FOR FOOD.

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DILBERT, I HIRED SOME
CONTRACT EMPLOYEES
FROM NORTH ELBONIA
TO HELP ON YOUR PROJECT.



S. Adams www.unitedmedia.com

NORTH ELBONIA IS AN
EVIL TOTALITARIAN
REGIME. MY PROJECT
WILL CREATE TOP SECRET
MILITARY TECHNOLOGY
TO USE AGAINST THEM.



SURE, BUT YOU HAVE
TO WEIGH THAT AGAINST
THE FACT THAT THEY'RE
WILLING TO WORK FOR
FREE.



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I'M A LITTLE CONCERNED ABOUT YOUR HIRING COMMUNIST NORTH ELBONIAN CONTRACTORS TO HELP ON MY TOP SECRET MILITARY PROJECT.



S. Adams E-mail: SCOTTADAMS@aol.com

DON'T WORRY. WHAT'S THE WORST THING THAT COULD HAPPEN?



I COULD BE EXECUTED FOR TREASON.

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TALK TO OUR LEGAL DEPARTMENT.

COULD I OPT FOR THE EXECUTION INSTEAD?



THE COMPANY LAWYER

I'M WORKING ON A TOP
SECRET MILITARY PROJECT.
MY BOSS HIRED SOME
NORTH ELBONIANS
TO HELP ME.



5. April 1987 www.unitedmedia.com

THEY'RE COMMUNISTS.
IF I GIVE THEM ANY
INFORMATION, I COULD
BE GUILTY OF TREASON.
I COULD BE EXECUTED.



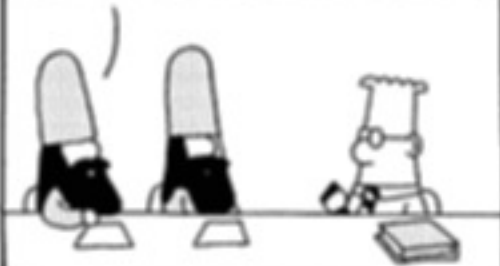
CAN
YOU
HELP?

SURE. WHAT
WOULD I HAVE
TO DO - PULL
A LEVER?



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DON'T WORRY THAT WE'LL
TAKE ANY MILITARY
TECHNOLOGY SECRETS
BACK TO NORTH ELBONIA.



Saltsby E-mail: SCOTTADAMS@aol.com

WE SIGNED THESE
LITTLE AGREEMENTS
THAT SAY WE WON'T.



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HA HA
HA HA HA!!

MOVING
ON ...

MY PROJECT HAS
HIT A LITTLE SNAG.

OUR NORTH ELBONIAN
CONTRACTORS STOLE OUR
MILITARY TECHNOLOGY
FOR THEIR BELLIGERENT
HOMELAND. THEY'RE
BUILDING A HUGE LASER
TO VAPORIZE US.

NEXT YEAR, REMIND ME
TO INCLUDE CONTRACT
EMPLOYEES IN THE
TEAM-
BUILDING
WORKSHOP.

THE FLOOR
IS WARM!

... THE NORTH ELBONIANS
STOLE OUR MILITARY
TECHNOLOGY. WE THINK
THEY'RE BUILDING A
HUGE LASER TO USE
AGAINST US.

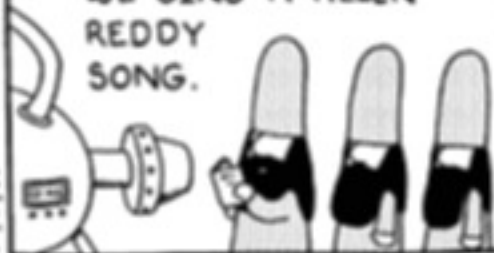


ASK TINA THE TECH
WRITER TO CREATE A
USER MANUAL FOR
THEM. REMIND TINA
HOW THE NORTH
ELBONIANS TREAT
WOMEN.



LATER IN NORTH ELBONIA

OKAY... THE TIMER IS
SET... WE'RE LINED UP
IN SINGLE FILE... NOW
WE SING A HELEN
REDDY
SONG.





DILBERT®



BY
SCOTT ADAMS

I'M BACK FROM
TRAINING.

I GOT A BIG
BINDER.

THE TRAINING IS
ALREADY FORGOTTEN,
BUT THE BINDER
WILL LAST FOREVER.

A LIVING
MONUMENT
TO TEMPORARY
KNOWLEDGE!

I'LL PUT IT IN
MY CUBICLE
WITH THE OTHERS.

SPEAKING OF MY
CUBICLE, WHICH
DIRECTION
IS IT?

OKAY, THANKS.
THAT INFOR-
MATION SHOULD BE
IN A BINDER.

DID HE
APPROVE
FUNDING
FOR OUR
PROJECT?

NOT YET. STEP
ONE WAS TO
FREE UP FUNDS
FROM THE
TRAINING
BUDGET.

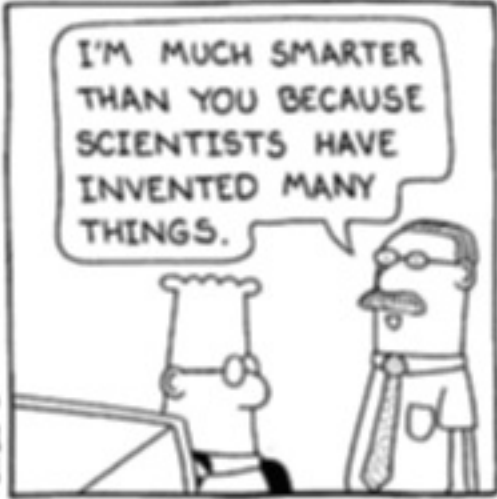
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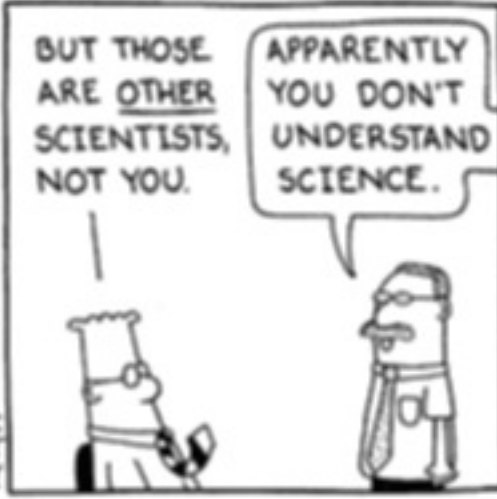
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HI. I'M DAN
THE ILLOGICAL
SCIENTIST.



I'M MUCH SMARTER
THAN YOU BECAUSE
SCIENTISTS HAVE
INVENTED MANY
THINGS.



BUT THOSE
ARE OTHER
SCIENTISTS,
NOT YOU.

APPARENTLY
YOU DON'T
UNDERSTAND
SCIENCE.

HI. I'M DAN, THE
ILLOGICAL SCIENTIST.



THAT IDEA WON'T
WORK. I KNOW
BECAUSE I'VE READ
MANY REPORTS ABOUT
IDEAS THAT
DIDN'T WORK.



YOU HAVEN'T EVEN
LOOKED AT
MY IDEA.

OH, I GET IT;
YOU'RE ONE OF
THOSE RELIGIOUS
NUTS.



HI. I'M DAN, THE
ILLOGICAL SCIENTIST.
THAT SOFTWARE YOU'RE
WRITING WILL NEVER
WORK, AND I CAN
PROVE IT.



S. Allen's E-mail: SCOTTADAMS@aol.com

I DON'T MEAN TO BE
RUDE, BUT IT'S NOT
LOGICALLY POSSIBLE
TO PROVE SOMETHING
CAN'T BE DONE.



IT'S IMPOSSIBLE FOR
MOST PEOPLE, BUT I'M
A TRAINED SCIENTIST.

DID THE TRAIN-
ING INVOLVE
ELECTRIC
SHOCKS?

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YOU'RE MY
ROLE MODEL,
WALLY.



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DESPITE ALL THE
PRESSURE AND
FRUSTRATION, YOU
PRESS ON. YOU BEND
BUT YOU DO NOT
BREAK.



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MY MOTTO IS "THEY
CAN'T BREAK YOU IF
YOU DON'T HAVE A
SPINE."

WOW. YOU'RE
LIKE A
PHILOSOPHER!



MY ROLE MODEL IS
USING DECEPTION TO
IMPROVE HIS TIME
MANAGEMENT.

WALLY IS
DEAD.
SORRY.

S. Adams E-mail: SCOTTADAMS@aol.com

AND NOW THE
DAILY PLANNING
SESSION.

ZZZZ

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ASOK, I DON'T THINK
YOU'VE PICKED AN
IDEAL ROLE MODEL.

ASOK IS
DEAD.

WALLY THE ROLE MODEL

THERE'S AN ART
TO SARCASM,
ASOK.



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5 April 97

IF YOU USE YOUR BOSS'S
OWN WORDS, YOU CAN'T
BE DISCIPLINED FOR
INSUBORDINATION.

AND DO THIS
WITH YOUR
LIPS.



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TODAY I FOCUSED MY
RESOURCES ON ADDING
VALUE TO THE PRODUCT
PROCESS. OUR SHARE-
HOLDERS WOULD BE
DELIGHTED TO KNOW
THAT.





DILBERT®

BY

SCOTT ADAMS



MAKING SOUP
IS EASY FOR A
HIGHLY TRAINED
ENGINEER.



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I DON'T SEEM TO
HAVE ANY "COARSE
SEA SALT."



I'LL JUST MIX
REGULAR SALT
WITH WATER.



CORN STARCH...HMM...
THAT'S BASICALLY
FLOUR.



MARJORAM...
I THINK THAT'S
FRENCH FOR
BUTTER.



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"FIVE INCHES OF
PARMIGIANO-
REGGIANO CHEESE
RIND."

UH-OH



EGGS ARE BASICALLY
CHEESE THAT COMES
FROM CHICKENS.



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IS THIS
SUPPOSED TO BE
SERVED
HOT?

YOU'RE
THINKING
OF GAZPACHO.



SO, I'M THINKING:
WHAT IF EVERY PHOTON
IS JUST A DENSELY
PACKED UNIVERSE, AND
TO THEM, OUR UNIVERSE
LOOKS LIKE
A PHOTON?



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IF I'M RIGHT, I
MIGHT BE THE
FIRST RAT TO WIN
A NOBEL PRIZE.



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STRANGER
THINGS
HAVE
HAPPENED.



NAME
ONE.



SO... EACH PHOTON IS A
UNIVERSE... THEN MASS
IS JUST A PROBABILITY
CLUSTER?

THAT'S
HOW I
SEE IT.

WOW! I THINK MY
TINY SKULL IS SO
FULL IT'S GOING TO
EXPLODE.

LET ME GET A
TARPAULIN.

HAVE YOU BEEN TALKING
TO OUR GARBAGE MAN
AGAIN?

DON'T GET
TOO CLOSE.

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... AS YOUR CONSCIOUSNESS
PASSES THROUGH EACH
UNIVERSE, YOU TEND
TO FOLLOW A LINE OF
PROBABILITY.

GOT
IT.

AND SINCE IT'S MORE
PROBABLE THAT MATTER
IS NEAR OTHER MATTER,
YOU HAVE THE ILLUSION
OF GRAVITY AS YOUR
CONSCIOUSNESS MOVES
TOWARD THE
NORM.

DID YOU
GET ALL
THAT,
RATBERT?

HEY, I'M NOT
STUPID.

DOES THIS
NORM GUY
HAVE A
LAST NAME?

I SUBMITTED OUR
GARBAGE MAN'S THEORY
TO THE NOBEL PRIZE
COMMITTEE.



I HOPE I WROTE THE
THEORY RIGHT. I
DON'T KNOW SHORT-
HAND SO I USED
PIG LATIN TO
SAVE TIME.



NOBEL PRIZE COMMITTEE

WHAT'S
AN "OTON-
PHAY"?

I LOVE WHAT
YOU'RE DOING
WITH YOUR
HAIR.



NOBEL PRIZE COMMITTEE

OKAY, WE'VE NARROWED IT DOWN TO THE THEORIES WE DON'T UNDERSTAND.



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IN SCIENCE, THE SIMPLEST SOLUTION IS USUALLY THE BEST. WHICH OF THESE THEORIES IS THE SIMPLEST SOLUTION?



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WELL... THAT WOULD BE WHATEVER IS ON TOP OF THE PILE.

ARE WE SURE WE CAN'T VOTE FOR OURSELVES?



NOW THAT YOU'VE WON
THE NOBEL PRIZE, I
GUESS YOU'LL LEAVE
THE GARBAGE
INDUSTRY.

NO.

I'D MISS THE ACTION.
I'D MISS THE SMELLS...
THE SIGHTS... THE
PEOPLE...

...THE
RATS.

I ACCIDENTALLY THREW
OUT A PAPER PLATE LAST
WEEK.
WOULD
YOU LOOK
FOR IT?

I'M KIDDING
ABOUT THE
PEOPLE PART.

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DILBERT®



BY

SCOTT ADAMS



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THE COMPANY ANNOUNCED
A NEW COMPENSATION
PLAN TODAY. BONUSES
WILL BE PAID ONLY TO
THE TOP TEN PERCENT
OF THE EMPLOYEES.



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IN RELATED NEWS, 89%
OF THE EMPLOYEES
RESIGNED IN BITTER
DISGUST. THE TOP TEN
PERCENT ALSO LEFT,
REALIZING THEY COULD
GET BETTER
JOBS ELSE-
WHERE.



THIS COULD
HAVE AN
IMPACT ON
THOSE OF
YOU WHO
REMAIN.

WE GET THE
BONUSES?



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PERFORMANCE REVIEW

ALICE, I HAD TO DING
YOU FOR NOT KEEPING
ME INFORMED ABOUT
YOUR PROJECT.



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MAY I TAKE A
PEEK AT YOUR
COMPUTER?



YOU HAVE
TWELVE
THOUSAND
UNREAD
MESSAGES.

WELL, IT'S
A LITTLE
LATE FOR
THAT NOW.



LET'S SEE... IT
LOOKS LIKE YOU
HAVEN'T SIGNED
TED'S CARD YET.



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STAMP



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DO YOU THINK
"CONGRATULATIONS"
IS APPROPRIATE
FOR A DEATH IN
HIS
FAMILY?



YOU
NEVER
KNOW

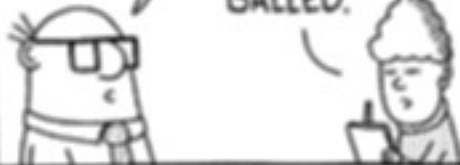


ARE YOU FREE ON
THURSDAY FOR
TED'S SURPRISE
PARTY?



PARTY? YOU DON'T GIVE
A PARTY FOR SOMEONE
WHO HAS
A DEATH
IN THE
FAMILY.

WELL... WE GOT
HIM A CARD,
THEN FLOWERS.
IT JUST SNOW-
GALLED.



I ASSUME THIS WILL
ALL BE IN
GOOD
TASTE.

I CAN'T PROMISE
THAT. KARAOKE
IS REALLY HIT
OR MISS.



TED'S BROTHER WAS A
MOBSTER. LAST WEEK
HE WAS KILLED BY A
RIVAL FAMILY'S HIT
TEAM.



S. Adams E-mail: SCOTTADAMS@AOL.COM

WE GOT TED A SYMPATHY
CARD, THEN IT SNOW-
BALLED INTO A SURPRISE
PARTY FOR TOMORROW.

MY JOB IS
TO WRITE
A FUNNY
SONG.



FOR HE'S A BURIED
GOOD FELLOW...
FOR HE'S A BURIED
GOOD FELLOW...
WHICH NOBODY
CAN DENY.



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YOU'LL HAVE TO
WRITE THIS IN
LESS TECHNICAL
TERMS FOR ME...



5. Adams www.unitedmedia.com

MAKE IT EVEN LESS
TECHNICAL FOR MY
BOSS... EVEN LESS
FOR OUR VP... EVEN
LESS FOR OUR EVP...
MUCH LESS FOR
OUR CEO.



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... AND COMPARED TO
ALL THE OTHER TECH-
NOLOGIES, THERE'S A
BIG DIFFERENCE IN THE
MOUTH AREA.





DILBERT®



BY
SCOTT ADAMS



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BLIND PEOPLE OFTEN
HAVE EXCELLENT HEARING.
THE BRAIN COMPENSATES
FOR ANY LOST FUNCTION
BY BOLSTERING OTHERS.



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IN ALL LIKELIHOOD,
RATBERT, YOU'RE SO
DUMB THAT YOU HAVE
TELEKINETIC POWER.



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I HAVE THE
POWER TO WATCH
TELEVISION!



I WILL DEBUNK YOUR
LUDICROUS CLAIM OF
PSYCHIC ABILITY WITH
ONE HUNDRED
FLIPS OF THIS
COIN.



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CALL
IT.



EDGE.



THAT IS JUST
A COINCIDENCE.

I CALL EDGE
FOR THE
NEXT 99 TOO.



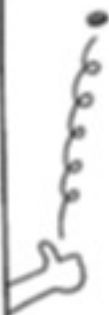
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JUST BECAUSE YOU
GUESSED A HUNDRED
COIN FLIPS IN A ROW
DOESN'T MEAN YOU'RE
PSYCHIC. COINCIDENCES
DO HAPPEN.



Salmon E-mail: SCOTTADAMSBAGL.COM

I CALL SEVEN
ROTATIONS
FOLLOWED BY
INEXPLICABLE
HOVERING AND
HEN NOISES.



THAT IS LUCK ...
LUCK, LUCK, LUCK,
LUCK, LUCK!



ARE WE
DONE
NOW?



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IS THIS THE "SKEPTICS
ASSOCIATION"?

I NEED YOUR
HELP TO PROVE
MY RAT ISN'T
PSYCHIC.



MY NAME IS DILBERT.

YES, I CAN PROVE IT;
I HAVE A PASSPORT
AND A DRIVER'S LICENSE.

WELL, YEAH,
IT'S EASY
TO GET A
FAKE ID,
BUT...



HOURS LATER ...

...OKAY, WHAT IF I
TAKE A DNA TEST?

NO, I CAN'T
PROVE I'VE
NEVER BEEN
CLONED!!

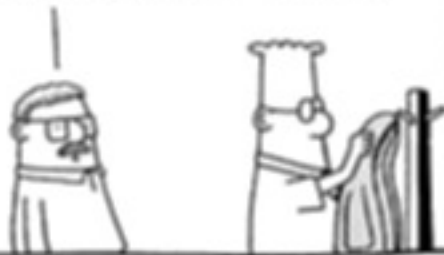


I'M GLAD THE "SKEPTICS ASSOCIATION" SENT YOU TO DEBUNK MY RAT'S CLAIMS OF ESP.



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THE OTHERS DON'T GO OUT MUCH SINCE THEIR BAD EXPERIENCES AS JURORS ON THE O.J. SIMPSON TRIAL.



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WELL, I'M GLAD YOU COULD MAKE IT.



LET'S HURRY. I HAVE TO DEBUNK THE SO-CALLED HUBBLE TELESCOPE LATER TODAY.



KEN THE SKEPTIC...

I ALONE KNOW THE
CONTENTS OF THIS
ENVELOPE.



IT'S A CHARCOAL
DRAWING OF A
WOODCHUCK EATING
A SMALL ORANGE.



NICE TRY, YOU LITTLE
FRAUD, BUT THAT'S A
LONG WAY FROM AN
INK DRAWING OF A
BEAVER EATING A
TANGERINE.





DILBERT®

BY
SCOTT ADAMS



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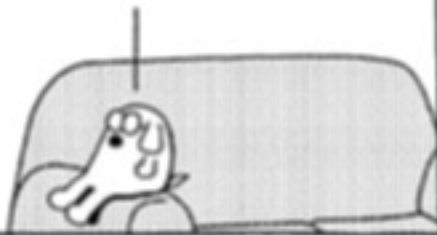
I'VE USED THE SCIENTIFIC
METHOD TO DEBUNK
100% OF THE PEOPLE
WHO CLAIM THEY HAVE
MENTAL POWERS.



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ARE YOU SAYING
THAT EVERY TEST
YOU PERFORM TURNS
OUT THE WAY YOU
PREDICT IT WILL?



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WHAT'S
YOUR
POINT?



YOU'VE
PROVEN
THAT
YOU'RE
PSYCHIC !!



DOGBERT AND THE SKEPTIC

IF YOUR CONTROLLED
TESTS HAVE NEVER
FOUND PSYCHIC POWERS,
HOW DO YOU KNOW THE
TESTS WORK FOR
THAT SORT OF
THING?



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ISN'T THAT LIKE USING
A METAL DETECTOR TO
FIND OUT IF THERE
ARE UNICORNS IN
YOUR SOCK DRAWER?

NO!



LATER THAT NIGHT

A SKEPTIC
CHECKS ALL
THE DRAWERS.



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THE SALES FORCE WAS
OFFERED A RETIREMENT
BUYOUT PACKAGE OF
FIFTY DOLLARS.



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5/1/11

ONE HUNDRED PERCENT
OF THE SALES FORCE
ELECTED TO TAKE THE
OFFER.



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I WONDER WHAT THEY
KNOW THAT I DON'T
KNOW.

THERE'S A
HOLE WITH
NO BOTTOM.



I'D QUIT AND BECOME
AN ENTREPRENEUR, BUT
I DON'T KNOW HOW
THEY HANDLE SUCH HUGE
RISKS.

DENIAL,
PROBABLY.

WE GOT BOUGHT BY
OUR ARCHRIVAL
THIS MORNING.

THEIR CEO SAYS HE
PLANS TO BE AS
"HUMANE" AS POSSIBLE.

HE SOUNDS
NICE.

MAYBE
WE'LL GET
BONUSES!

5-Addend E-mail: SCOTTADAMS@aol.com

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DON'T WORRY ABOUT
MY FLU, ALICE.
GERMS DON'T FLY
THROUGH THE AIR.



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AACHOOO!



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REMEMBER,
GERMS
DON'T FLY
THROUGH
THE AIR.



YOURS ARE
GONNA.



I FINISHED MY WORK
DESPITE HAVING A
SLIGHT FLU. HERE'S
YOUR COPY.



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UM... YOU
SHOULD GIVE
THAT COPY
TO WALLY.

WALLY
ISN'T ON
THIS
PROJECT.



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I KNOW. I JUST
FIGURE HE HAS THE
LEAST REASON TO
LIVE.





DILBERT®



BY

SCOTT ADAMS



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I APPOINTED
MYSELF "DEPUTY
OF COMMON
SENSE."

I WILL APPLY SWIFT
JUSTICE TO THOSE
WHO EXHIBIT A
LACK OF COMMON
SENSE.

SO, IT'S SWIFT JUSTICE
FOR PEOPLE WHO AREN'T
TOO
SWIFT?

AND I'M USING
A CHOCOLATE
GUN FOR IRONY.

DEPUTY OF COMMON SENSE

FREEZE!!



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YOU SCHEDULED A
FOUR-HOUR MEETING
TO FIND OUT WHY
PEOPLE ARE BEHIND
SCHEDULE!



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NO, LOOK AT THE
AGENDA! THE FOURTH
HOUR IS A DISCUSSION
ABOUT WHY MORALE
IS LOW!



DEPUTY OF COMMON SENSE

YOU ARE ACCUSED OF TRYING TO MOTIVATE YOUR EMPLOYEES WITH INSULTING GIFTS.



YOU'RE MISSING THE SYMBOLISM. I GAVE THEM CHESS PIECES TO SHOW THAT WE'RE ALL ON THE SAME TEAM.



SPECIFICALLY, YOU GAVE THEM PAWNS.



I'M SAVING THE ROOKS FOR BONUS DAY.



DEPUTY OF COMMON SENSE

ARE YOU THE GOVERNMENT
SAFETY
INSPECTOR?

YUP. I
LOVE MY
JOB.

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WATCH
YOUR
STEP!

HEY!

HOW DOES YOUR BOSS
DETERMINE YOUR PAY?

IT'S BASED ON
THE DECREASE IN
ACCIDENTS AFTER
MY INSPECTION.

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MAYBE I SHOULD
QUIT AND WORK
FOR MYSELF FROM
HOME.



I WOULD MISS
ALL THE HUMAN
CONTACT.



SAME
AS
NOW.



I'M TESTING
MY E-MAIL.
DID YOU GET
THE "E" I
SENT?



I'M THINKING OF
QUITTING AND
WORKING FOR
MYSELF.

COME
WORK
FOR ME.

DOING
WHAT?

YOU'LL INVENT
VALUABLE
THINGS AND
I'LL EXPLOIT
YOU ... I
MEAN THEM.

I'M NOT SURE YOU'D
BE THE BEST BOSS,
DOGBERT.

DON'T GIVE ME
THAT INPUT,
YOU "RESOURCE."



DILBERT®

BY

SCOTT ADAMS



LET'S START BY
INTRODUCING
OURSELVES.

I'M SUSAN BLOCK
FROM I.T.G. I WORK
FOR EMILY WOOTEN.

I'M MAX BLUMF.
I WORK FOR
SUSAN.

I'M ALICE. I
WORK FOR ...
UH... I ...

AAAGH!!!
I'M FILLED WITH
SHAME BY
ASSOCIATION!!!

WHY ME?
WHY WHY
WHY

PLEASE TAKE ME
TO YOUR GROUP!
I'M NOT TAINTED!!!

CAN WE START
OVER? I FORGOT
WHO THE FIRST
THREE PEOPLE ARE.

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WARNING !!

AUTHOR NORMAN SOLOMON
HAS DETERMINED THAT
THE DILBERT COMIC STRIP
IS HARMFUL TO WORKERS.



I WILL DEMONSTRATE
THE DANGER WITH
THIS CAREFULLY
CONTROLLED EXPERIMENT.



HAVE YOUR PLANS FOR
REBELLION BEEN
REPLACED BY SARCASM
AND COMPLACENCY?

AND I THINK
I'M GOING BALD!



MY NEW POLICY IS
TO DISCRIMINATE
AGAINST SINGLE
PEOPLE. IT'S TOTALLY
LEGAL!



SAHAWY E-mail: SCOTTADAMSPAGOL.COM

WRITE YOUR MARITAL
STATUS ON THIS LIST,
SO I KNOW WHO
HAS NO REASON TO
GO HOME AT NIGHT.



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DANG! WHAT ARE THE
ODDS YOU'D ALL BE
POLYGAMISTS?



I'D LIKE TO TALK
ABOUT MY CAREER
PATH.

OKAY.

MY PLAN IS TO WORK
YOU UNTIL YOUR
HEALTH DETERIORATES
AND YOUR SKILLS
ARE OBSOLETE. THEN
I'LL DOWNSIZE
YOU.

I'M
ILL.

REALLY? I'VE
NEVER HAD A
PLAN WORK
THIS FAST
BEFORE.

I'M WEARING MY
WORK CLOTHES WHILE
I TELECOMMUTE, TO
MAINTAIN DISCIPLINE.

IS IT
WORKING?

I'LL TEST THE THEORY BY
SEEING IF MY CLOTHES
STOP ME FROM GOING
TO THE KITCHEN.

APPARENTLY MY CLOTHES
ARE DEFECTIVE.

HAVEN'T I
BEEN SAYING
THAT?

S. Allmy www.unitedmedia.com

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CATBERT: EVIL H.R. DIRECTOR

THE COMPANY KNOWS
EVERYTHING ABOUT
YOU, WALLY.



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WE HAVE LOGS OF ALL
YOUR PHONE CALLS,
WEB HITS AND
E-MAIL. WE HAVE YOUR
URINE TEST, COLLEGE
GRADES, SALARY AND
FAMILY
CONTACTS...



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IT'S AGAINST OUR POLICY
TO KILL EMPLOYEES AND
REPLACE THEM WITH
LOW-PAID IMPERSON-
ATORS, BUT I WANTED
YOU TO KNOW
IT'S FEASIBLE.



OUR NEW E-MAIL
MONITORING SYSTEM
SHOWS THAT YOU SENT
A PERSONAL MESSAGE
LAST WEEK.



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COINCIDENTALLY,
THE NEW ALICE
MONITORING SYSTEM
DETECTS TWENTY
HOURS OF UNPAID
OVERTIME.



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ACCORDING
TO THE
MANUAL,
PRODUC-
TIVITY WILL
SOAR NOW.



BEEP... BEEP..
BOOP... NOW
DETECTING
CLUELESSNESS
IN THE
VICINITY.





DILBERT®



BY

SCOTT ADAMS

I'VE BEEN HIRED
BY AN EMPLOYEE
WHO JUST RESIGNED.

I'LL BE HIS
STAND-IN FOR
THE EXIT
INTERVIEW.

I'D LIKE TO BEGIN
BY DISCUSSING YOUR
SENSELESS SLAUGHTER
OF THE ENGLISH
LANGUAGE.

... AND ON APRIL
8TH, YOU WERE
HEARD SAYING,
"WE HAVE TO NIP
THAT PROBLEM IN
THE BUTT."

NOW LET'S TALK
ABOUT YOUR STELLAR
LEADERSHIP.

YOUR INSPIRATIONAL
MOTTO IS ...

"IF I WANT YOU
TO DO SOMETHING
THAT'S A WASTE
OF TIME, IT'S MY
PREROGATIVE!"

MOVING
ON TO
HYGIENE...

I'M PROBABLY
ONE OF THOSE
MISUNDER-
STOOD
GENTUSES.

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5 Adams B-mill SCOTTADAMS@AOL.COM

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I SUGGEST THAT
YOU DEAL WITH
THE ISSUE ON A
GOING FORWARD
BASIS.



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THANKS FOR RULING
OUT TIME TRAVEL.
YOU'RE USUALLY NOT
THAT HELPFUL.



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ARE YOU SAYING HE
UNDERSTANDS THE
CONCEPT
OF 'TIME'
NOW?

OR HE JUST
GOT LUCKY ON
THIS ONE.



IS IT MY IMAGINATION
OR AM I GETTING
SEXIER EVERY DAY?

THE MIRROR DOESN'T
LIE. I AM GETTING
SEXIER.

I'VE
DECIDED
TO BE A
SUPER-
MODEL.

OKAY, BUT
STAY AWAY
FROM
KRYPTONITE.

5. Allen J. E-mail: SCOTTADAMS@aol.com

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DO YOU HAVE
ANY "SILLY
PUTTY" I CAN
USE AS A FAKE
BEAUTY
MARK?



MAYBE YOU SHOULD USE
LESS.

THERE'S NO
SUCH THING AS
TOO MUCH
BEAUTY.



MEANWHILE, AT FASHION
HEADQUARTERS...

WE GOT AWAY WITH
"HEROIN CHIC."
WHAT'S
NEXT?

HOW ABOUT DOGS
WITH TUMORS?



FASHION HEADQUARTERS

YOU COULD BE OUR NEXT
SUPERMODEL. I LOVE
THE TUMOR.

IT'S A
BEAUTY
MARK.



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WE PREFER OUR
SUPERMODELS TO
LOOK UNHEALTHY,
IN A SEXY WAY.

OKAY, IT'S
A TUMOR.



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I CAN ADD A FEW
MORE. IT'S JUST
"SILLY PUTTY."

NO, IT WOULD BE
EASY TO OVERDO
THAT SORT
OF THING.



DOGBERT THE SUPERMODEL

YOUR FIRST ASSIGNMENT
IS A LINGERIE SHOOT.
YOU'LL BE WEARING
BLACK SOCKS.



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THERE'S NOTHING
SEXIER THAN A SHORT,
ROUND GUY IN BLACK
SOCKS.



WOW!
THIS
WORKS!



QUICK! GET
ME A BIG
BLOCK OF ICE
TO SIT ON!



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HOW DOES IT FEEL TO
BE A SEX SYMBOL?

GOOD.

PLAYGIRL
IN SEAS!

I REALIZED THAT
WHAT'S INSIDE A
PERSON DOESN'T
COUNT BECAUSE NO
ONE CAN SEE IT.

I DIDN'T REALIZE
YOU WERE SUCH A
PHILOSOPHER.

THAT'S MY
POINT!

S. Allums E-mail: SCOTTADAMS@aol.com

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DILBERT®



BY

SCOTT ADAMS

I FINISHED THE
TECHNICAL
RECOMMENDATION
YOU REQUESTED.

AT FIRST I WAS
MIFFED THAT YOU
TOLD ME WHAT
RECOMMENDATION
YOU WANTED.

IT MADE ME FEEL
USELESS AND
WEAK.

BUT RATHER THAN
DWELL ON MY
POWERLESSNESS...

I DECIDED TO FIND
JOY IN THE ONE
DECISION I CAN
MAKE.

I CHOSE A HELVETICA
TYPE FONT.
AND I NEVER
LOOKED BACK.

OH, SO THAT'S
WHAT'S WRONG
WITH IT.

I COACH AND I
COACH, BUT THEY
STILL WALK OUT
OF HERE ALL
RUBBER-LEGGED.

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E-mail: SCOTT@DILBERT.COM

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I'VE BEEN CHOSEN
FOR THE INDUSTRIAL
ESPIONAGE PROGRAM.



S. Adams E-mail: SCOTTADAMS@aol.com

THE PLAN IS THAT
I QUIT THIS JOB AND
GO TO WORK FOR OUR
COMPETITOR. EVERY
WEEK I'LL SEND BACK
SECRET REPORTS.



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BOB, THIS
IS HOW WE
FIRE DUMB
PEOPLE.

THAT'S
WHY IT'S
THE
PERFECT
COVER.



CATBERT: EVIL H.R. DIRECTOR

THE COMPANY'S GOAL
IS TO DOUBLE THE
EFFICIENCY OF ALL
EMPLOYEES.



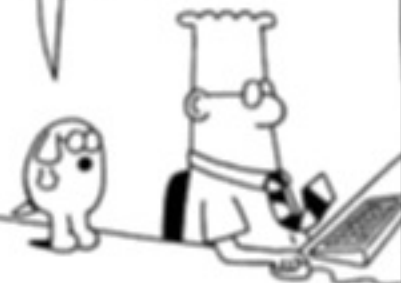
QUESTION: IF WE
DOUBLE OUR
EFFICIENCY, WON'T
YOU DOWNSIZE HALF
OF US?



DON'T TALK TO
ANYONE IN MARKETING;
THEY AREN'T SO GOOD
AT MATH.



I'M GOING
TO MAKE AN
INFOMMERCIAL.



I'M TARGETING THE
PEOPLE WHO WANT TO
INVEST THEIR SAVINGS
BUT DON'T KNOW
HOW.



I HOPE YOU PLAN TO
SELL EDUCATIONAL
INFORMATION ABOUT
HOW TO AVOID SCAMS.

GOOD IDEA FOR
PHASE TWO!



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S. Adams

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WOULD YOU LIKE
TO MAKE \$1,000
PER MONTH FOR
A WHOLE YEAR?



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SEND \$13,000
FOR COMPLETE
INFORMATION
ABOUT DOGBERT
NO-LOAD FUNDS.



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I'LL INCLUDE MY FREE
PAMPHLET EXPLAINING
HOW TO LOSE
WEIGHT BY
EATING
LESS FOOD.

SHOW THE
NUMBER.



DOGBERT THE CONSULTANT

FROM NOW ON, REFER
TO YOUR EMPLOYEES AS
"KNOWLEDGE ASSETS."



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5/10/98

THAT WILL SEND AN
UNMISTAKABLE
MESSAGE.



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HE CALLS US "KNOWLEDGE
ASSETS" NOW. HE MUST
THINK WE'RE COMPLETE
MORONS.



IT'S AN
UNMISTAKABLE
MESSAGE.



CATBERT: EVIL H.R. DIRECTOR

YOUR PERSONAL
LIVES REFLECT
ON THIS
COMPANY.



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FROM NOW ON, A
STRICT DRESS CODE
WILL BE ENFORCED
IN YOUR HOMES.



ON THE PLUS SIDE, IT'S
ONE LESS DECISION I
HAVE TO MAKE EVERY
DAY.



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DILBERT®

BY

SCOTT ADAMS



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I BELIEVE IT'S WHAT'S
INSIDE A PERSON THAT
COUNTS.

HOW CAN YOU
GET RESPECT FOR
HIDDEN
QUALITIES?

YOU HAVE TO ACT
HUMBLE WHILE
GENERATING AS
MANY CLUES AS
POSSIBLE.

SO, YOU RECOMMEND
BEING A DECEITFUL,
MANIP-
ULATIVE,
HYPOCRITICAL,
BRAGGART?

IT'S A
FUNNY
WORLD.)

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I'VE BEEN HIRED TO
FIND THE GULLIBLE
FOOL WHO CONTINUES
TO SEND ANONYMOUS
CHAIN LETTERS TO
EVERYONE.

I PLACE THE "CURSE OF
DOGBERT" ON ALL PAST
AND FUTURE SENDERS
OF CHAIN LETTERS.

I THINK I
SAW WALLY
FLINCH.

S. Adams E-mail: SCOTTADAMS@aol.com

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OH NO! I GOT AN
E-MAIL CHAIN LETTER.
IT SAYS I'LL DIE IF
I DON'T SEND IT TO
TEN MORE PEOPLE.



S. Allen: E-mail: SCOTT@AMSEAGOL.COM

BUT IF I FORWARD
THE MESSAGE, THE
"CURSE OF DOGBERT"
WILL BE UPON ME.



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...SO, I FIGURED
A CURSE IS BETTER
THAN CERTAIN
DEATH,
RIGHT?

SPANK YOU
VERY
MUCH.



...AND THE "DOGBERT CURSE" STRIKES ANYONE WHO SENDS A CHAIN LETTER. BUT THE LETTER SAID I'D DIE IF I DIDN'T.



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YOU'RE THE WORLD'S SMARTEST GARBAGE MAN; HOW WOULD YOU HANDLE THIS?



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DID YOU KNOW THERE'S ALSO A "GARBAGE MAN'S CURSE" FOR PEOPLE WHO SEND CHAIN LETTERS?



ARE YOU THE
VICTIM OF A
CURSE?

YES, I AM.

NEXT ON "20/20,"
JOHN STOSSEL
SHOWS YOU THE
CURE.

HA! AFTER THE
COMMERCIAL I WILL GET
VALUABLE INFORMATION
FOR PEOPLE LIKE ME!

WELL, WELL.
IT SEEMS MY
OLD NEMESIS,
JOHN STOSSEL,
HAS BEEN
BUSY.

OUR NEW SLOGAN
IS, "PRESSURE
MAKES DIAMONDS."



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S. Adams

HOW ABOUT, "PRESSURE
MAKES GARBAGE MORE
COMPACT"? I WONDER
IF THAT ONE IS
TAKEN.



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I HATE
THIS STRONG
JOB MARKET
FOR ENGI-
NEERS.



"IRRITATION
MAKES
PEARLS."
OR MAYBE
"PRESSURE
MAKES
WHINE."





DILBERT®

BY

SCOTT ADAMS



GOOD NEWS ON YOUR BUDGETS. I DID SOME RECALCULATING LAST NIGHT.

I FOUND A WAY TO GIVE MORE MONEY TO EVERY PROJECT WITHOUT INCREASING THE TOTAL BUDGET FOR PROJECTS!

QUESTION: DOES YOUR NEW WAY INVOLVE POOR MATH SKILLS?

IGNORE THE SKEPTIC. HEY, I HAVE A SUGGESTION!

MAYBE YOU COULD RECALCULATE OUR SALARY BUDGET NEXT.

AND WHEN WAS THE LAST TIME YOU RECALCULATED OUR VACATION DAYS?

I CALCULATE THAT WE HAVE AN HOUR LEFT FOR THIS MEETING. BUT I'M INTERESTED IN YOUR CALCULATION.

I THINK WE GOT GREEDY WHEN WE ASKED IF HE HAD CHANGE FOR A FIVE.

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I NEED HELP
ON THE ASSIGN-
MENT THAT YOU
SAID IS A
"NO BRAINER."

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IT'S EASY. JUST SKIP
THE "INTERFACE DESIGN"
PHASE AND MAKE
EVERYTHING BEIGE.
YOU CAN'T GO WRONG
WITH BEIGE.

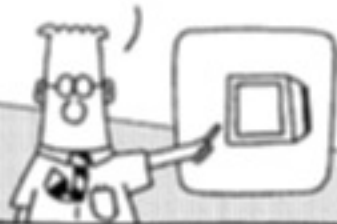
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I ALWAYS KNOW
WHERE TO GO FOR
NO-BRAINER
DECISIONS.

PROJECT STATUS

DUE TO BUDGET CUTS,
OUR NEW PRODUCT
WILL HAVE NO USER
INTERFACE.



OUR TARGET MARKET
IS PEOPLE WHO ARE
TOO SHY TO RETURN
PRODUCTS.



IS IT A BAD SIGN IF
YOU SPEND THE DAY
WONDERING WHY THERE
ARE NO LAWS AGAINST
WHAT YOU DO FOR
A LIVING?



SALES CONFERENCE

HERE'S THE PRODUCT YOU'LL
BE SELLING NEXT
QUARTER.

IT HAS NO
USER INTER-
FACE!

THAT MEANS NO
BULKY USER MANUAL.
AND NO LOSS OF
FUNCTION DURING
A POWER OUTAGE!

YOU WERE RIGHT. OUR
SALES PEOPLE CAN'T
DISTINGUISH GOOD
FROM EVIL.

I STRAINED
A SMILE
MUSCLE.

CLAP
CLAP
CLAP

FROM NOW ON, I'LL
BE USING THE CHAOS
THEORY OF MANAGE-
MENT.



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AND THIS WILL BE
DIFFERENT HOW?

NOW THERE'S
A NAME
FOR IT.



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IT TAKES A CERTAIN
TYPE OF PERSONALITY
TO TELECOMMUTE,
DOGBERT.

WHAT?

JUST BECAUSE OTHER
PEOPLE HAVE PERSON-
ALITIES DOESN'T
MEAN YOU SHOULD
TRY TO DEVELOP ONE.

I HAVE
A PERSON-
ALITY!

LET'S NOT GET
INTO THAT
"IS ZERO A
NUMBER"
DEBATE
AGAIN.

I ESTIMATED THE HOURS
IT WOULD TAKE TO DO
AN EXCELLENT JOB ON
ALL THE PROJECTS YOU'VE
ASSIGNED.



SALEM'S E-mail: SCOTT@MSBAOL.COM

THAT WOULD BE FIFTY
HOURS A DAY. SO I
RECALCULATED FOR
"ADEQUATE" RESULTS.
THAT WOULD BE FORTY
HOURS PER DAY.



WELL, TO MAKE A LONG
STORY SHORT, LET'S SKIP
DOWN TO "COMPLETE
FIDUCIARY
MISCONDUCT."



BLAH BLAH
BLAH BLAH
BLAH

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DILBERT®



BY

SCOTT ADAMS

TINA, WE NEED TO SET MEASURABLE OBJECTIVES FOR YOU.

I'M A TECHNICAL WRITER. HOW CAN YOU MEASURE GOOD WRITING?

EVERYTHING IS MEASURABLE IF YOU TRY HARD ENOUGH.

IS THAT YOUR WELL-REASONED OPINION?

OR IS IT THE DOGMATIC BABBLING OF A MANAGER IN TOTAL COGNITIVE SURRENDER?

FOR EXAMPLE, WE COULD MEASURE THE NUMBER OF WORDS YOU TYPE.

WE'LL HAVE TO SUBTRACT WORDS YOU DELETE. THAT WAY WE WON'T MOTIVATE THE WRONG BEHAVIOR.

IN THIS EDITION OF TINA'S HOURLY NEWSLETTER, I COMPARE OUR PROJECTS TO VARIOUS TYPES OF WOOD.

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THIS IS VERY
TECHNICAL.
I'LL EXPLAIN...



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SNAP



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GALLERY OF
GOOGLY-EYED
MARKETEERS.



ALICE, I'M SENDING
YOU TO ELBONIA TO
INSPECT OUR FACTORY.



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FILL OUT A TRIP
JUSTIFICATION FORM
FOR MY APPROVAL.



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SO, I NEED YOUR
APPROVAL TO DO WHAT
YOU TOLD ME TO DO?



IT WILL NOT BE
UNREASONABLY
WITHHELD.



I'M OFF TO ELBONIA,
THE LAND OF WAIST-
DEEP MUD AND
MISOGYNY.



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5/1/98

ON THE PLUS SIDE,
YOU CAN KICK PEOPLE
AND BLAME IT
ON THE MUD
WEASELS.



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WHAT'S WRONG, YUGI?
ONE SECOND YOU ARE
COMPLIMENTING THIS
CHICK, NEXT SECOND
SCREAMING.



ELBONIAN FACTORY TOUR

THIS IS THE SWEAT SHOP
WHERE WE MAKE YOUR
COMPANY'S
PRODUCT.



Stamps E-mail: SCOTTADAMS@aol.com

WE ATTACH HUGE CLAMPS
TO EACH EMPLOYEE'S
HEAD.



WE TRIED CUBICLES
BUT IT DAMAGED
MORALE.



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HERE'S MY REPORT ON
THE HIDEOUS TREATMENT
OF EMPLOYEES IN OUR
ELBONIAN FACTORY.



THE EMPLOYEES ARE
FORCED TO WEAR HUGE
CLAMPS ON
THEIR HEADS.



THEN I SAID, "THE
EMPLOYEES CAN'T
COMPLAIN BECAUSE
THEY HAVE NO UNION."



A man with glasses and a lab coat is standing and talking on a rotary telephone. He is looking slightly to the left. A speech bubble points to him from the left.

I'LL CALL YOU
BACK IN ONE
HOUR, IRENE.

5 Adams E-mail: SCOTTADAMS@aol.com

The man in the lab coat is still talking on the rotary phone. A speech bubble points to him from the left.

YOU'RE IN A DIFFERENT
TIME ZONE, SO YOU'LL
GET THE CALL IN...
UM... THREE HOURS.

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A woman with dark hair is sitting at a desk, talking on a rotary telephone. She has a surprised expression. A speech bubble points to her from the left.

REALLY? YOU'RE THREE
HOURS AHEAD? THEN
THAT MEANS ... WHOA!
YOU'RE FREAKING ME
OUT HERE!



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BY

SCOTT ADAMS



WHILE YOU TOIL IN
UTTER FUTILITY, I'M
BUILDING MY PERSONAL
"GRAND EQUITY."



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I'M INCREASING MY
SKILLS AND MY
CONTACTS EVERY
DAY.



MY DREAM IS TO
BECOME THE
"KLEENEX" OF
ENGINEERS!



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'SCUSE ME. I
HAVE REAL
WORK TO DO.



OOH... SNEEZE COMING.



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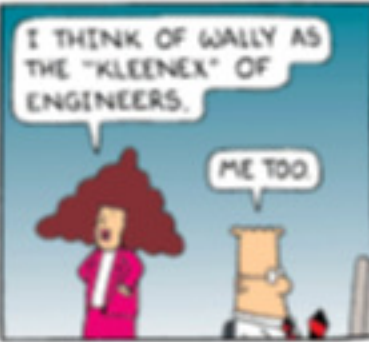
AAAAH...



CHOO!



I THINK OF WALLY AS
THE "KLEENEX" OF
ENGINEERS.



ME TOO.

I JUST READ THAT THE
AVERAGE WOMAN IS PAID
75 CENTS FOR EVERY
DOLLAR THAT MEN MAKE.
IT'S AN OUTRAGE!



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I'M THE HIGHEST
PAID ENGINEER
IN THE COMPANY.



THAT'S IMPOSSIBLE. THE
ARTICLE SAYS "AVERAGE
WOMEN" EARN LESS.

SUDDENLY, THE
PROBLEM COMES
INTO FOCUS.



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THIS ARTICLE SAYS MEN
ARE PAID 25% MORE
THAN WOMEN. HOW DO
YOU EXPLAIN THAT?



ACTUALLY, IT SAYS
WOMEN MAKE 75¢
FOR EVERY DOLLAR
THAT MEN MAKE.
THAT'S 33% MORE
FOR MEN.



I SUPPOSE THERE'S
ALMOST NO CHANCE
YOU'LL PRAISE ME
FOR MY MATH SKILLS
RIGHT NOW.



ALICE, ONE DAY I HOPE
WE CAN BE JUDGED BY
OUR ACCOMPLISHMENTS
AND NOT OUR GENDER.



I GOT MY FOURTEENTH
PATENT TODAY. I'M
ON MY WAY TO A
LUNCH BANQUET IN
MY HONOR.



AND YOU
WORE THAT ?



OUR USER MANUAL HAS
A TYPO. OUR TECHNICAL
SUPPORT CALLS
ARE GOING TO A
PHONE SEX PLACE.

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5/1/99

COMPLAINTS
ARE WAY
DOWN.

CUSTOMER'S HOUSE

WELL, OKAY, BUT ...
HAS THAT EVER
WORKED?

NO COMPLAINTS
YET.

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I'LL NEED A LETTER OF
REFERENCE TO APPLY
FOR A JOB IN ANOTHER
DIVISION.

NO
PROBLEM.



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... FOR A MAN OF HIS
HYGIENE, HE DOESN'T
STEAL AS MUCH AS
YOU'D THINK. I
SUSPECT HE'S
ON DRUGS.



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AND THEN HE SAYS
YOU'RE PRONE TO
ANGER AND DENIAL.
IS THAT TRUE?

NO!!



CATBERT: EVIL H.R. DIRECTOR

MY BOSS IS PREVENTING
ME FROM TRANSFERRING
TO A GREAT JOB.



THAT'S OUTRAGEOUS!
THERE SHOULDN'T BE
ANY GREAT JOBS IN
THIS COMPANY.



ONCE AGAIN, YOU'VE
MADE A BAD SITUATION
WORSE.

THAT'S THE
HUMAN
RESOURCES
PROMISE.





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BY

SCOTT ADAMS



MY NEW PRODUCT IS
A DATABASE OF FAMOUS
SERIAL KILLERS.



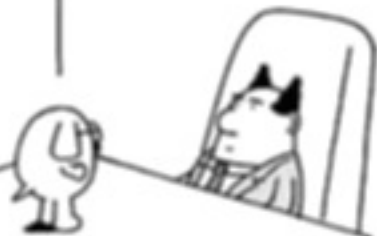
YOU CAN SEARCH THE
DATABASE BY NAME,
WEAPON OR TATTOO.



LET ME GUESS, WALLY:
SIX MONTHS AGO OUR
YOUNG INTERN ASKED
YOU WHAT THE TERM
"KILLER APPLICATION"
MEANT.



I CAN REPLACE YOUR
CUBICLES WITH
"PERSONAL HABITATS."



Selling E-mail: SCOTTADAMS@aol.com

THEY LOOK EXACTLY
LIKE CUBICLES, BUT
WE'VE MADE HUGE
ADVANCES IN WHAT
THEY'RE CALLED.

IS IT
EXPENSIVE?



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IF MONEY IS AN ISSUE,
YOU COULD START WITH
THE "HELLHOLE JUNIOR"
MODEL AND UPGRADE
LATER.

DO YOU HAVE
PICTURES?



YOUR CUBICLE HAS BEEN
REPLACED BY A
"PERSONAL HABITAT."



IT'S EXACTLY LIKE YOUR
CUBICLE BUT MUCH LESS
CLUTTERED.



HEY, ALL MY STUFF IS
IN THE TRASH CAN!



THAT'S A
FUNNY
THING TO
CALL YOUR
PERSONAL
STORAGE
UNIT.

I'M THE RAG MAN
FROM PROJECT
LUSER.



BUDGET CUTS HAVE HIT
OUR PROJECT HARD.
I'M FORCED TO BEG FOR
RESOURCES.



I CAN
SPARE
SOME
PENCIL
SHAVINGS.



EXCELLENT!
WE MAKE
COFFEE OUT
OF THAT.



CAN YOU SPARE ANY
OFFICE SUPPLIES? I'M
ON AN UNDERFUNDED
PROJECT.



HOW ABOUT A THREE-
RING BINDER WITH
ONE RING?

SCORE!



I'LL MELT INTO THE
BACKGROUND AND LET
YOU GET BACK TO YOUR
PALACE AND YOUR FANCY
COFFEE.

IT'S A
MOCHA



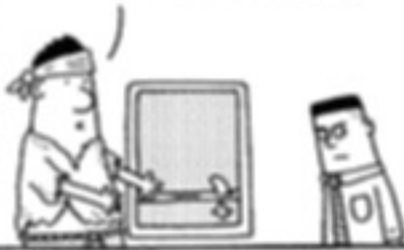
I HATE BEING ON
AN UNDERFUNDED
PROJECT.



CAN YOU SPARE SOME
RESOURCES, LADY?
HOW ABOUT THAT
INTERN? ARE YOU
USING HIM?



FIRST YOU HAVE
TO LEARN HOW
TO GIVE YOURSELF A
SPONGE BATH AT THE
WATER FOUNTAIN.





DILBERT®



BY
SCOTT ADAMS

I CAN ONLY GIVE YOU
A TWO PERCENT RAISE
THIS YEAR, ALICE.

BECAUSE YOUR JOB
WAS NOT VERY
CHALLENGING.

HOW COULD YOU
POSSIBLY THINK IT
WASN'T CHALLENGING?

YOU EXCEEDED ALL
YOUR GOALS WITH-
OUT COMPLAINING.

COMPARE THAT
TO WALLY'S
PERFORMANCE.
HE COMPLAINED
ALL YEAR.

AND HE MISSED
EVERY GOAL!
NOW THAT'S A
CHALLENGING JOB!

WALLY IS A
FILTHY
WEASEL !!!

MAYBE HIS HYGIENE
ISN'T THE BEST, BUT
HE WAS RIGHT WHEN
HE SAID YOU
WOULD STAB
HIM IN THE
BACK.

I CAN'T GIVE YOU A RAISE
BECAUSE YOU'RE ABOVE
THE SALARY MIDPOINT.
BUT AT LEAST YOUR STOCK
OPTIONS ARE DOING
GREAT!

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I DON'T
HAVE ANY
STOCK
OPTIONS.

OH, I'M
PROBABLY
THINKING
OF ME.

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NEXT, IT SAYS
I SHOULD COACH
YOU ON YOUR
INTERPERSONAL
SKILLS.

IS IT MY IMAGINATION,
OR IS YOUR NECKTIE
GETTING SHORTER EVERY
DAY?

HEH HEH...

I'M GRADUALLY MOVING
TOWARD CASUAL CLOTHES.
IN SIX MONTHS THIS
NECKTIE WILL BE
GONE AND NO
ONE WILL NOTICE.

EVERYONE NOTICED
WHEN YOU WENT
BALD.

I'M BALD?

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CATBERT: EVIL H.R. DIRECTOR

I'M NOT ENJOYING
MY JOB.



TAKE THIS
POWERFUL
ANTI-
DEPRESSANT
DRUG FOR
THE REST OF
YOUR LIFE.

I DIDN'T
KNOW H.R.
COULD
PRESCRIBE
DRUGS.



I'D HATE TO
LIVE IN A
WORLD
WHERE
THAT WAS
ILLEGAL.

"BOSS-
PROOF
CAP."



HUMAN RESOURCES IS
PRESCRIBING POWERFUL
ANTIDEPRESSANTS TO
IMPROVE MORALE.



THE LABEL SAYS IT MAY
CAUSE "UNWARRANTED
OPTIMISM ABOUT YOUR
DEAD-END JOB."



I GOTTA GET ME
SOME OF THAT.



LOOK AT THE WARNING
LABEL ON ALICE'S
ANTIDEPRESSANTS.

IT CAN CAUSE FATIGUE,
DISORIENTATION,
MEMORY LOSS, AND
LACK OF SEX.

I WONDER HOW LONG
WE'VE BEEN TAKING
THEM.

THERE'S NO
WAY TO KNOW.

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ALICE IS OVERDOSING
ON ANTIDEPRESSANTS.

WE MUST INDUCE
VOMITING.



LOOK AT OUR MISSION
STATEMENT, ALICE.
THE PEOPLE WHO WROTE
IT EARN TEN TIMES
YOUR SALARY.



THE PLAN WORKED
PERFECTLY, UP TO THE
POINT WHERE ALL THREE
OF US WERE HEAVING
AND ALICE WAS
PUNCHING US.





DILBERT®



BY

SCOTT ADAMS

... NOW LET'S LOOK
AT OUR YEAR-TO-DATE
VARIANCE IN
DEPRECIATION.



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ONLY FIVE MINUTES
LEFT OF OUR FOUR
HOUR MEETING.



IF HE KEEPS DRONING,
THERE WON'T BE ANY
TIME FOR MY
PRESENTATION.



I SPENT A WHOLE
WEEK PREPARING
MY PRESENTATION.



EVERYONE ELSE IS
ALREADY ASLEEP.



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MY ONLY HOPE IS TO
STUN THE PRESENTER
WITH A STALE DONUT.



AS YOU CAN SEE,
THERE'S NOTHING
TO REPORT.



I WASTED
A DONUT.

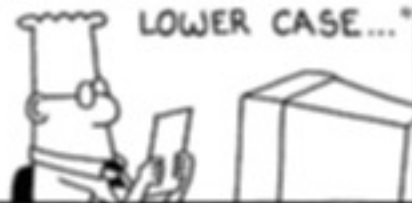


I AM MORDAC, THE
PREVENTER OF INFOR-
MATION SERVICES. I
BRING NEW GUIDELINES
FOR PASSWORDS.



S. Adams' E-mail: SCOTTADAMS@aol.com

"ALL PASSWORDS MUST
BE AT LEAST SIX
CHARACTERS LONG...
INCLUDE NUMBERS AND
LETTERS... INCLUDE A
MIX OF UPPER AND
LOWER CASE..."



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"USE DIFFERENT PASS-
WORDS FOR EACH SYSTEM.
CHANGE ONCE A MONTH.

SQUEAL
LIKE A
PIG !!!

DO NOT
WRITE ANY-
THING DOWN."



I AM MORDAC, THE
PREVENTER OF INFOR-
MATION SERVICES. I
COME TO CONFISCATE
YOUR NON-STANDARD
COMPUTER.



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YOU'LL
GIVE ME
A NEW
ONE,
RIGHT?



THIS IS
HEAVIER
THAN IT
LOOKS.



I'LL HAVE
TO DISABLE
IT AND
LEAVE IT
HERE.



THE NEW
ONE IS
ALREADY
ON ITS WAY,
RIGHT?



REQUEST DENIED. THE
INFORMATION SERVICES
DEPARTMENT DOES NOT
UPGRADE NON-STANDARD
COMPUTERS.



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5-Addm3

IT'S NOT AN
UPGRADE.
IT'S A
REPLACE-
MENT.



OUR POLICY
IS THAT IT'S
AN UPGRADE
UNLESS YOU
DISCARD
THE OLD
ONE.



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YOUR TRASH IS
DECLINED. OUR
POLICY IS "NO
COMPUTERS."



I'M NOT ALLOWED TO
GET A NEW COMPUTER
UNTIL I GET RID OF
THIS OLD ONE.



THE JANITOR WON'T
ALLOW IT IN THE TRASH;
UNION RULES WON'T
LET ME CARRY IT TO
STORAGE. SO I BUILT
THIS CATAPULT.



LIKE I ALWAYS SAY,
EVERY PROBLEM
HAS AN ENGINEERING
SOLUTION.



CATBERT: EVIL H.R. DIRECTOR

THERE WILL BE
NO LAYOFFS
AFTER THE
MERGER.



HOWEVER, MANY OF YOU
WILL BE TRANSFERRED
TO JOBS ON A FROZEN
ASTEROID.



WILL WE HAVE
PROTECTIVE
SPACE SUITS?

I LABEL YOU
"NOT A TEAM
PLAYER."



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IF I DON'T ACCEPT THE
TRANSFER TO A FROZEN
ASTEROID, I'LL BE
SURPLUSED.



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TED, LET ME SHOW
YOU SOMETHING
ON THIS MAP.



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SEE THIS TINY ISLAND?

YES.

THAT'S WHERE
THE PEOPLE WHO
CARE LIVE.





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BY

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I CRITICIZE MY
CO-WORKERS TO MAKE
MYSELF LOOK SMART.

APPARENTLY IT
ISN'T WORKING.

WHAT DO YOU
MEAN BY THAT?

NOTHING.

OOH, THAT
REMINDS ME
TO ADD NUTS
TO MY GROCERY
LIST.

I RECOMMEND THAT
WE HAVE WEEKLY
SESSIONS UNTIL YOU
RUN OUT OF MONEY.

CAN YOU
CURE ME?

NO, I'M PAID BY
THE HOUR. I'LL GIVE
YOU PROBLEMS YOU'VE
NEVER EVEN HEARD
OF.

WE HAVE A FEW
MINUTES TODAY.
WOULD YOU LIKE
A FALSE MEMORY?

MAYBE SOME-
THING WITH
ALIENS?

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I JUST GAVE MY TWO-
WEEK NOTICE.



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YES! YES!
THE ARROGANT,
OBSTRUCTIONIST
BORE IS HISTORY!



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EVERYONE SEEMS TO
BE TAKING THIS
RATHER WELL.



COUNT ME
IN FOR THE
GOODBYE LUNCH!



I'M GLAD HE QUIT.
HE WAS SUCH AN
OBNOXIOUS, USELESS
CO-WORKER.



5-Addmg E-mail: SCOTTADAMSBAGL.COM

WE HAD TO BE NICE TO
HIM BECAUSE WE
NEEDED HIS
COOPERATION.



THE
JERK!

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HE SHOULD
CHECK THE
EXPIRATION
DATE ON HIS
COLOGNE!

NEXT TIME,
I WILL NOT
GIVE TWO
WEEKS'
NOTICE.



I'M COLLECTING FOR
ED'S FAREWELL GIFT.



ED, YOU TREATED
ME LIKE DIRT. I
FIND YOU GUILTY
AND I FINE YOU
FIVE DOLLARS.

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S. Adams



I JUST
PUT THAT
IN THERE.

COME BACK
IF YOU GET
MORE.

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HEH HEH. ED IS
BARELY OUT THE DOOR
AND I GOT HIS OLD
COMPUTER.

THE SCAVENGING
WAS GOOD TODAY.



ALICE IS GOING TO
BE MIFFED THAT
SHE'S TOO LATE FOR
THE GOOD STUFF.



YOU
GOT
HIS
PANTS?

IT WASN'T
EASY. HE'D
ALREADY MADE
IT TO THE BUS.



I FOUGHT TO GET YOUR
PROJECT CLASSIFIED AS
OUR TOP PRIORITY.



S. Adams
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DID YOU GET MY
E-MAIL SAYING
THE PROJECT ISN'T
FEASIBLE?



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I'LL WAIT UNTIL
TOMORROW TO
TELL HIM HE'S
CHAIRMAN OF THE
"QUALITY FESTIVAL."



ALICE, I'M THE NEW
GUY. I LOOK SMARTER
THAN THE PEOPLE WHO
ALREADY WORK HERE.

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5/19/98

AS YOU GET TO KNOW
ME, I'LL LOOK DUMBER
AND DUMBER.

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THAT
WAS
FAST.

OOGA.



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BY

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I'M GOING TO A
VERY IMPORTANT
CONFERENCE.

WHAT'S IT
FOR?

THE BROCHURE SAYS
THE GOAL IS TO "CREATE
INTERACTION AROUND
LOCAL AND GLOBAL
ISSUES OF THE COMING
CENTURY."

YOU'RE BEING SARCASTIC
WITH YOUR EARS
AGAIN.

IT SOUNDS
SO EXCITING!

AT THE AIRPORT

HEY, DILBERT!
WE MUST BE
TAKING THE SAME
FLIGHT!



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5/1/98

I'LL CHANGE MY SEAT
ASSIGNMENT SO WE
CAN TALK FOR
SIX HOURS.

NO, NO!
THAT'S
OKAY!



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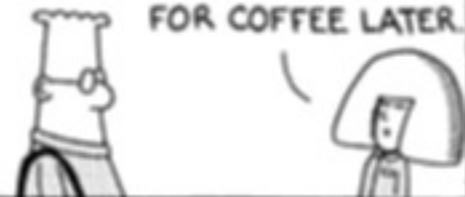
THESE FLIGHTS CAN BE
VERY LONG IF YOU DON'T
HAVE SOMEONE TO LISTEN
TO YOUR GOLF STORIES.



BEFORE I CHECK YOU
IN, LET ME EXPLAIN
SOMETHING ...



YOU'RE HERE FOR A
TECHNOLOGY CONFERENCE.
I AM THE ONLY ATTRACTIVE
WOMAN WHO WILL TALK
TO YOU FOR DAYS. I
AM NOT FREE
FOR COFFEE LATER.



CAN I BRUSH YOUR HAND
WHEN YOU GIVE ME THE
KEY?

I'LL TOSS IT
TO YOU.



AT THE CONFERENCE

THEY HAVE SOME
GREAT KEYNOTE
SPEAKERS HERE.



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5/10/99

THERE'S A CEO...
A POLITICIAN...
ANOTHER CEO...
AND A CARTOONIST.



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IN THIS CARTOON,
GILBERT GOES TO A
CONFERENCE THAT HAS
NO USEFUL CONTENT.

I KNOW GUYS
LIKE THAT.



AT THE CONFERENCE

I LIKED YOUR TALK
ABOUT YOUR COMIC STRIP.
DO YOU EVER FEEL
BURNED
OUT?



YOU HAVE TO BE FUNNY
EVERY DAY. THEN
THERE ARE THE BOOKS,
THE MEDIA, THE
SPEAKING. SO MUCH
STRESS...



OOPS.

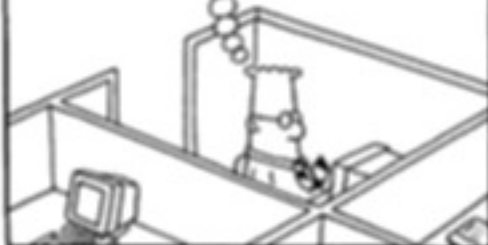


AHH ... SWEET CUBICLE,
I HAVE RETURNED
FROM MY TRIP.



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IT'S JUST LIKE
BEING IN A
WOMB.



I JUST WANTED
TO POKE MY HEAD
IN AND SAY HI.



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OUR SPECIAL GUEST IS TOO, FROM OUR RESEARCH DEPARTMENT.

WE RECENTLY DID A STUDY TO ASSESS THE VALUE OF OUR PREVIOUS RESEARCH.

SADLY, ALL OF OUR PAST WORK WAS EITHER IGNORED OR TOTALLY MISINTERPRETED BY IDIOTS...

... SUCH AS YOURSELVES.

SO FROM NOW ON, RATHER THAN DO RESEARCH, WE'LL JUST LIE.

PLAY ALONG AND WE'LL MAKE SURE THE "INDUSTRY SALARIES" STUDY GOES YOUR WAY.

WELL, IT'S TWO O'CLOCK. AND THAT'S QUITTING TIME IN THE RESEARCH DEPARTMENT.

YOU'RE NOT MY ROLE MODEL ANYMORE... I'VE FOUND ANOTHER.

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DOGBERT THE CONSULTANT

I CAN GIVE YOU
EXCELLENT ADVICE
FOR \$50,000
PER MONTH...



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S. Adams

IF BUDGET IS A
PROBLEM, I ALSO
OFFER BAD ADVICE
FOR THE LOW PRICE
OF \$45,000 PER
MONTH.



THAT'S NOT A
GOOD SIGN.



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I SAVED A LOT OF
MONEY BY HIRING
A LOW-PRICED
CONSULTANT.



THESE AREN'T THE BEST
RECOMMENDATIONS
IN THE WORLD, BUT
THE PRICE WAS VERY
REASONABLE.



I DON'T LIKE THIS
ONE ABOUT ROLLING
AROUND ON UNWASHED
HAMBURGER
PATTIES.

KEEP AN
OPEN MIND.



ALTHOUGH YOUR COMPANY
IS VERY PROFITABLE, I
WOULDN'T BE MUCH OF
A CONSULTANT IF I
DIDN'T RECOMMEND
CHANGES.

YOU RECOMMEND
JAILING OUR
OMBUDSMAN AND
DECLARING MARTIAL
LAW... MAKES SENSE.

THEN COULD I SHOOT
EMPLOYEES WHO MAKE
PERSONAL PHONE CALLS?

IT'S OKAY
WITH ME.

AS A CONSULTANT, I'M
OVERPAID EVEN IF I
DO BAD WORK.

WHEREAS YOU'RE
UNDERPAID EVEN
IF YOU DO GOOD
WORK.

IT'S FUNNY
IF YOU THINK
ABOUT IT.

I MIGHT HAVE A
TERRIBLE JOB, BUT
AT LEAST I DON'T
HAVE ANY JOB
SECURITY.

ALICE, I CHECKED WITH
THE OTHER MANAGERS;
THEY DON'T KNOW YOU
WELL ENOUGH TO PROMOTE
YOU.



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SO WE'VE DECIDED
TO HIRE SOMEONE
FROM OUTSIDE
THE COMPANY.



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AT LEAST THE OTHER
MANAGERS HAVE HEARD
MY NAME NOW.

I DIDN'T
USE YOUR
REAL NAME.



CATBERT: EVIL H.R. DIRECTOR

I'M HAVING TROUBLE
FINDING QUALIFIED
EXTERNAL APPLICANTS.



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ALL I HAVE ARE A
HEADLESS MAN, A
MIME, AND A FROZEN
CRO-MAGNON GUY WE
FOUND IN A GLACIER.



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DOES THE MIME BRING
HIS OWN INVISIBLE
CUBICLE? I LOVE THOSE!

ONLY IF
WE PAY HIS
RELOCATION
COSTS.





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BY
SCOTT ADAMS

DILBERT, THIS IS
OUR NEWEST
EMPLOYEE, MATT.

WOULD YOU MIND...
CRUSHING HIS
SPIRIT?
RIGHT.

THIS LITTLE BOX
WILL BE YOUR HOME
FOR SIXTY HOURS
A WEEK.

IT COMES WITH AN
OBSOLETE COMPUTER AND
A BINDER ABOUT
SAFETY HAZARDS.

YOUR CHALLENGE IS
TO LOOK BUSY UNTIL
SOMEONE GIVES YOU
A MEANINGFUL ASSIGN-
MENT.

HOW LONG
WILL THAT
TAKE?

I'M STILL WAITING
FOR MINE.

SAFETY TIP 1:
DON'T SIT NEAR
ANY OBSOLETE
COMPUTERS.

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I HAD A STRANGE
DREAM LAST NIGHT.



RESEARCH HAS SHOWN
THAT NOTHING IS LESS
INTERESTING THAN
HEARING ABOUT
SOMEONE ELSE'S
DREAM.



... BUT THIS WAS NO
ORDINARY GRAPE. IT
WAS A SEEDLESS!

MY BRAIN
IS GNAWING
ITS WAY OUT!



CATBERT: EVIL H.R. DIRECTOR

ALICE, THE EXPERTS SAY
YOU NEED TO BALANCE
WORK AND HOME LIFE.



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YOU WORKED 80 HOURS
LAST WEEK. THAT'S
LESS THAN HALF OF THE
HOURS IN A WEEK.



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GIVE US
SOME
BALANCE,
YOU
SELFISH
HAG.



THIS CONVER-
SATION TOOK
A NASTY
TURN.



THE MARKETING DEPARTMENT
SAVES THE DAY!
CHECK OUT THESE
BROCHURES I MADE.



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THIS NEW PRODUCT
WILL ALLOW US TO
DOMINATE THE
MARKET!



BUT WE
DON'T
MAKE
THIS
PRODUCT.



THAT
HASN'T
HURT OUR
SALES
SO FAR.

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MAYBE IT WAS WRONG
TO PROMISE OUR
CUSTOMERS A PRODUCT
THAT HASN'T BEEN
DESIGNED YET.



BUT OUR MOTTO IN
MARKETING IS, "IT'S
BETTER TO ASK FOR
FORGIVENESS THAN TO
SEEK PERMISSION."



YOUR MOTTO NEEDS
SOME DESIGN WORK
TOO.



I DONATED A BILLION
DOLLARS TO THE UNITED
NATIONS TODAY.

THAT'S
NICE OF
YOU.

MY ONLY CONDITION
IS THAT THEY NAME
SOMETHING AFTER
ME.

UNITED NATIONS

FOR THE MILLIONTH
TIME: YES, I'M SURE
WE WANT TO KEEP
CALLING IT FRANCE!

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5 Adults

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ALICE, YOU'D GET MORE
ACCOMPLISHED IF YOU
WERE LESS OF A
PERFECTIONIST.



I'VE ASKED WALLY
TO WORK WITH
YOU - TO TEACH
YOU HOW TO BE
LESS PERFECT.

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WHEN DID APATHY
AND LOW STANDARDS
BECOME POSITIVE
TRAITS?

I CALL IT THE
INTRAPRENEUR-
IAL SPIRIT.





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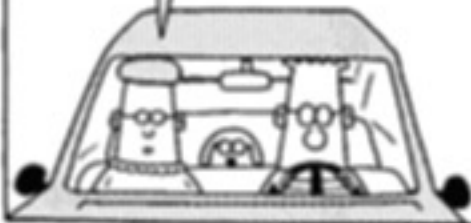
5. Additions



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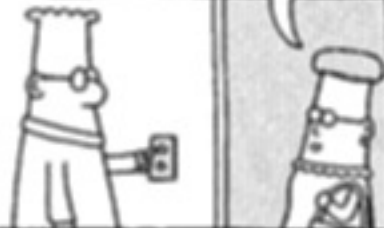
IT'S SO EXCITING TO
VISIT MY SON'S
CUBICLE!



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I WORKED HARD
TO PUT YOU THROUGH
COLLEGE. NOW I'LL
SEE THE RESULTS OF
MY INVESTMENT!



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UM... YOU DID
ATTEND CLASSES,
RIGHT?



CATBERT: H.R. DIRECTOR

WHEN YOU DUMPED MORE
WORK ON WALLY, DID
HE MOAN? OR DID HE
SCREAM?

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IT SOUNDED LIKE
THIS ... AAOO - MUW
AAHH - OW - OW!!

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THE STAFFING
LEVELS SOUND
ABOUT RIGHT.

THE COMPANY IS
GIVING FREE FLU SHOTS,
WALLY.



THE SHOTS WILL BE
DELIVERED BY WEALTHY
STOCKHOLDERS WHO
WILL HUNT YOU
DOWN AND
SHOOT YOU WITH
FLU DARTS.



AT LEAST I WON'T
GET THE FLU, RIGHT?

YOU'RE
PROBABLY
THINKING
OF THE FLU
PREVENTION
SHOTS.



NO ONE LIKES BEING
HUNTED DOWN AND
SHOT WITH FLU DARTS,
WALLY.



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BUT REMEMBER:
COMPANIES ARE
MANAGED FOR THE
BENEFIT OF
STOCKHOLDERS,
NOT EMPLOYEES.



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I OWN STOCK. IT'S
IN MY 401(K)
ACCOUNT.

I'M NOT
SUPPOSED TO
TELL YOU, BUT
NONE OF THAT
IS REAL.



I HAD TO MAKE SOME
OPTIMISTIC ASSUMP-
TIONS TO MEET THE
REVENUE TARGET.



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IN WEEK THREE, WE'RE
VISITED BY AN ALIEN
NAMED D'UTOX INAG
WHO OFFERS TO SHARE
HIS ADVANCED TECH-
NOLOGY.



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THEN DO WE USE HIS
TECHNOLOGY TO DESIGN
OUR NEW PRODUCT?

NO, WE KILL HIM AND
SELL THE AUTOPSY
VIDEO.





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I'M CREATING A
COMIC STRIP
CALLED "PIPPY
THE ZIPHEAD."



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I'M CRAMMING AS
MUCH ARTWORK IN
THERE AS POSSIBLE,
SO NO ONE WILL
NOTICE
THERE'S
ONLY ONE
JOKE.



THE JOKE IS ON THE
READER, ISN'T IT?

I'D BETTER
CRAM SOME
MORE ART
IN THERE.



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YOUR COMIC STRIP SEEMS
TO BE NOTHING BUT A
CLOWN WITH A SMALL
HEAD WHO SAYS RANDOM
THINGS.

THAT'S PIPPY.

I'M MAINTAINING MY
ARTISTIC INTEGRITY
BY CREATING A COMIC

THAT NO
ONE WILL
ENJOY.

THE IMPORTANT THING
IS THAT YOU ENJOY IT.

THE FIRST TWO
WERE OKAY, BUT
NOW I'M JUST
BITTER.

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5. April 1999

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DILBERT, THIS IS
ALLEN, MY NEW
SYCOPHANT.



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HIS HEAD NODS
WHENEVER I TALK.
BUT THAT'S NOT
THE BEST PART...



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VERY
IMPRESSIVE.

IS THAT
GREAT OR
WHAT?





SO, ALLEN, WHAT'S
IT LIKE TO BE A
HIDEOUS SYCOPHANT?

IT'S
OKAY.

WHAT'S IT LIKE TO
HAVE NO HOPE OF
CAREER ADVANCE-
MENT?

NOT BAD.

WERE YOU BORN
THAT WAY OR IS IT
A LIFESTYLE CHOICE?

I'LL ASK MOM, BUT
I THINK IT WAS
BAD PARENT-
ING.

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THAT'S MY PLAN.
WHAT DOES EVERY-
ONE THINK?

BRILLIANT!

THAT IS THE BEST
PLAN EVER MADE!!
WOW! OOH-WAH!
YOU DA MAN!!

THAT'S THE TYPE OF
HONEST FEEDBACK WE
NEED.

I LOVE IT WHEN
YOU EXHALE IN
MY DIRECTION.

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CATBERT: EVIL H.R. DIRECTOR

MY EYES ARE SORE
FROM USING THE
COMPUTER.



TRY TYPING WITH
YOUR FINGERS, THE
WAY EVERYONE
ELSE DOES.



PERSONALLY, I
FIND COMPUTERS
VERY RESTFUL ON
MY EYES.





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I'D LIKE YOU
TO MEET OUR
NEWEST
CUSTOMER.

YOU WON'T BE SORRY;
WE'RE ONE OF THE
TOP FIVE COMPANIES
IN THIS FIELD.

I THOUGHT YOU
SAID NO ONE ELSE
MAKES THIS KIND
OF PRODUCT.

NO ONE ELSE
MAKES ONE WITH
SO FEW FEATURES.

SO... YOUR
STRATEGY IS
LOW PRICE,
RIGHT?

NO, HIGH
MARGINS!

YOU!
///

I'D BETTER ASK
SOMEONE WHAT
A "MARGIN" IS.

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I WILL NOW TEST
MY THEORY THAT
PEOPLE LIKE TO BE
TOLD WHAT TO DO.



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QUIT YOUR JOB
AND BUILD ME
A PYRAMID, YOU
HOMELY DOLT!!!



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I LIKED IT UNTIL
THE DOLT PART.

I'VE NOTICED
THAT HONESTY
DOESN'T MIX
WELL WITH
ANYTHING.



WHAT'S THE
CROWN FOR?



THERE AREN'T ANY
CHARISMATIC LEADERS
IN THE WORLD LATELY.
I'M GOING TO FILL
THE VOID.



DON'T CHARISMATIC
LEADERS USUALLY TURN
OUT TO BE EGOMANIACAL,
PHILANDERING
SOCIOPATHS?

AND THEY LOOK
GOOD IN HATS!



WHY ARE THERE NO
CHARISMATIC LEADERS
ANYMORE?

CABLE
TV.

SCANDAL IS THE MOST
ECONOMICAL WAY TO
FILL NEWS PROGRAMS.
THEY'LL GO AFTER YOU,
TOO.

I'LL NEED A
DIVERSION.

I DON'T CARE IF IT'S A
GREAT NEWS STORY; I
WILL NOT TAKE
FERTILITY
DRUGS!

THEY'RE IN
YOUR COFFEE.

MY DOG PUT FERTILITY
DRUGS IN MY COFFEE.



AT FIRST I WAS MAD.
THEN THE TABLOIDS
OFFERED ME A
MILLION DOLLARS FOR
MY STORY.



HAVE
YOU
SEEN A
DOCTOR?

MY AGENT
ADVISES
AGAINST
THAT.



I'VE BEEN EATING
LIKE CRAZY SINCE
DOGBERT PUT THE
FERTILITY DRUGS IN
MY COFFEE.



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I'M GUESSING I HAVE
TEN OR FIFTEEN
BABIES IN THERE.
IT'S HARD TO KEEP
THEM FED.



AND YOUR ONLY EVIDENCE
OF PREGNANCY IS
WEIGHT
GAIN?

HERE COMES
ANOTHER
HOAGIE, KIDS!



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MY DOG SLIPPED ME
A FERTILITY DRUG.
HOW SOON BEFORE
I GIVE BIRTH?



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UM... IT'S IMPOSSIBLE
TO HAVE BABIES
UNLESS A WOMAN IS
INVOLVED IN SOME
WAY.



OOH,
RIGHT,
FOR THE
DIAPERS.

I'M GOING TO
GIVE YOU A
PRESCRIPTION
FOR PAINFUL
SHOTS.



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DILBERT



BY
SCOTT ADAMS



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I'M HAVING A
SEVERE CASE OF
TELEPHONE
SHYNESS.



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5/1/98

I'M AFRAID TO
PICK UP THE PHONE
AND MAKE BUSINESS
CALLS.



I'LL DUCK INTO
A RESTROOM
STALL UNTIL THE
SHYNESS PASSES.



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I'VE BEEN HAVING
SEVERE SHYNESS
ATTACKS AT WORK.

I CAN
HELP.

I'LL SEND NUDE
PHOTOS OF YOU TO
EVERYONE ON THE
INTERNET.

WILL
THAT
WORK?

ALL OF MY
PREVIOUS
CLIENTS ARE
DATING "MÖTLEY
CRÜE" BAND
MEMBERS.

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S. Adams

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I'LL CURE YOUR SHYNESS
BY PUTTING NUDE
PHOTOS OF YOU ON
THE INTERNET.

AAEEII!!
COUGH COUGH
UNH*

I DIDN'T KNOW THE
INTERNET COULD
REJECT A BODY.

I DIDN'T
KNOW IT COULD
SCREAM.

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STUPID SOFTWARE!
WON'T COMPILE;
EH??



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WE CALL IT "CODE
RAGE." I'M SEEING
A LOT OF IT LATELY.



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HOW MUCH BUDGET
DO I HAVE FOR MY
PROJECT?

I CAN'T
TELL YOU.

IF YOU KNEW WHAT
YOUR BUDGET WAS,
YOU'D SPEND IT
ALL.

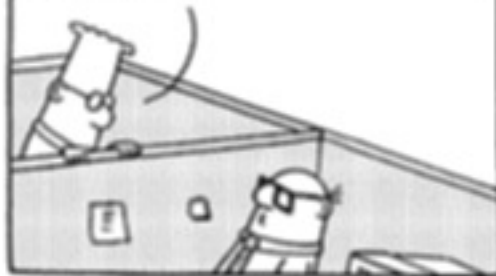
CAN YOU AT LEAST
TELL ME WHAT OUR
COMPANY
STRATEGY
IS?

NO, I DON'T
WANT YOU
TO LOSE HOPE.

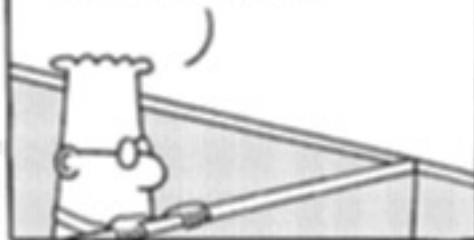
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OUR POINTY-HAIRED
BOSS WON'T TELL ME
OUR COMPANY'S
STRATEGY.



SO I SPEND MY DAYS
WANDERING FROM
CUBICLE TO CUBICLE,
TRYING TO DEDUCE
THE STRATEGY.



SO FAR I'VE RULED OUT
"FIRST TO MARKET."





CATBERT: EVIL H.R. DIRECTOR

BAD NEWS: THE
EMPLOYEES ARE
READING A NEWSPAPER.



IF THEY SEE THE LOW
UNEMPLOYMENT RATE,
THEY'LL KNOW THE
BALANCE OF POWER
HAS SWUNG THEIR
WAY.



I PLAN TO USE THE
CAT AS A GARGOYLE
ON MY CUBICLE ROOF.

IF YOU RUN A CURRENT
THROUGH HIM YOU CAN
ZAP BUGS.



THIS WEEK I DISCOVERED
THAT THE DEMAND FOR
ENGINEERS EXCEEDS
THE SUPPLY.



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S. Adams

I RESPONDED BY
INCREASING MY
INSOLENCE AND
DECREASING MY
PRODUCTIVITY.



I WILL NEVER HIRE
ANOTHER ENGINEER
AS LONG
AS I'M
ALIVE.

EQUILIBRIUM
HAS BEEN
RESTORED.



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YOUR CUBICLE
ROOF IS
LOOKING
GOOD.

YEP.



I LOVE BEING A
SKILLED WORKER IN
A PERIOD OF LOW
UNEMPLOYMENT. I
CAN GET ANYTHING
I DEMAND.



HEY, POINDEXTER, FETCH
ME A LEMONADE.



UNLIKE YOU PEOPLE IN
MARKETING, I HAVE
HIGHLY SOUGHT
TECHNICAL SKILLS.



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S. Adams

I'M TOO VALUABLE TO
FIRE. SO FROM NOW
ON, I'LL DELIVER MY
PROJECT STATUS ON
A BALLED-UP PIECE
OF PAPER.



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IS THE
CHEERLEADER
SQUAD READY?



I'D LIKE TO REOPEN
THE QUESTION OF WHAT
VENDOR WE'LL USE, EVEN
THOUGH IT'S TOO LATE
TO CHANGE ANYTHING.



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S. Adams

I DARN YOU TO HECK!
YOU WILL SPEND
AN ETERNITY WITH
OTHER INDECISIVE
DOLLARDS!



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WHERE
ARE YOU
TAKING
ME??!



HERE IS
FINE.



DANGEROUS ASBESTOS
HAS BEEN FOUND IN
EVERY ROOM IN OUR
BUILDING.



THE PROBLEM WILL BE
ADDRESSED USING A
... SCIENTIFIC PROCESS.



SOMETHING
CALLED
ATTRITION.



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5/1/98

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BY

SCOTT ADAMS



DOGBERT'S FIRST LAW OF BUSINESS

REALITY IS ALWAYS
CONTROLLED BY THE
PEOPLE WHO ARE
MOST INSANE.



EXAMPLE

THANKS FOR
AGREEING TO
WORK ON MY
PROJECT.

I NEVER
AGREED TO
WORK ON
YOUR PROJECT.

YOU CAN'T CHANGE
YOUR MIND NOW!
IT'S TOO LATE TO
GET SOMEONE ELSE!

UM... I'M NOT
CHANGING MY MIND.
I CLEARLY SAID I
WOULD NOT WORK
ON YOUR PROJECT.

YOU LYING
WEASEL! I'LL
RUIN YOU!!

OKAY! OKAY!
I'LL WORK ON
YOUR PROJECT!

WALLY, THANKS FOR
AGREEING TO DONATE
YOUR COMPUTER TO
MY PROJECT.

WHAT?

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NO ONE IN MY DIVISION
IS USING THE COMPANY
DRUG TREATMENT
PROGRAM. THIS IS
VERY EMBARRASSING.



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MY BOSS WILL THINK
I'M NOT MANAGING
THE DRUG PROBLEM.
DONT ANY OF YOU
HAVE A DRUG PROBLEM?



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#!%&*
CHILDPROOF
"MIDOL"
CONTAINER!!



DRUG TREATMENT PROGRAM

THE FIRST STEP IS
TO ADMIT YOU HAVE
A DRUG PROBLEM.

I DON'T



MY POINTY-HAIRED
BOSS FORCED ME TO
BE HERE BECAUSE HE
THINKS IT MAKES
HIM LOOK PROACTIVE.



HALLUCINATIONS ARE
COMMON DURING
WITHDRAWAL. LET'S
DO AN INKBLOTCH
TEST.



DRUG TREATMENT PROGRAM

ALICE, I'D LIKE TO TALK
TO YOU ABOUT YOUR
REGISTRATION FORM.



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S. Adams

UNDER "OBJECTIVE,"
YOU SAID YOU WANT
TO USE MY "TURNIP-
SHAPED HEAD AS A
BATTERING RAM TO
BREAK OUT OF
HERE."



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ALICE,
DROP
THE
DUCT
TAPE.

STAY TENSE;
THAT WILL
HELP.



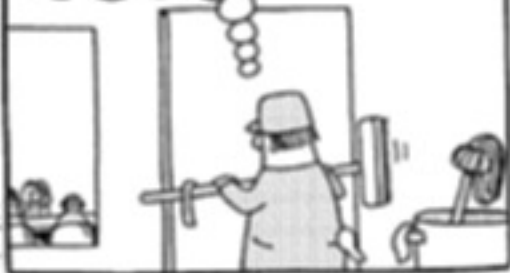
OUR TOP EXECUTIVES
ARE IN A SPECIAL
STRATEGY LOCKUP
MEETING.



THE MEETING WON'T
END UNTIL THEY
AGREE ON A NEW
STRATEGY, SO IT
MIGHT BE A WHILE.



MAYBE IF I WEDGE
MY BROOM HERE I
WON'T FORGET WHERE
I PUT IT.



I JUST HEARD THAT ALL
OUR TOP EXECUTIVES
GOT LOCKED IN A
CONFERENCE ROOM AND
STARVED TO DEATH.

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S. Adams

WHY DIDN'T THEY
USE THE PHONE TO
CALL FOR HELP?

ONE WEEK AGO...

IT'S AGREED:
WE DIAL
8.3 TO GET
AN OUTSIDE
LINE.

UH-OH.
THIS ONE
DOESN'T DO
DECIMALS.

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AN EXECUTIVE SEARCH
FIRM IS TRYING TO
FIND A NEW C.E.O.
FOR US.

IT'LL BE
TOUGH.



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NO ETHICAL PERSON
WOULD BOARD A
SINKING SHIP JUST
TO PLUNDER ITS
TREASURE.



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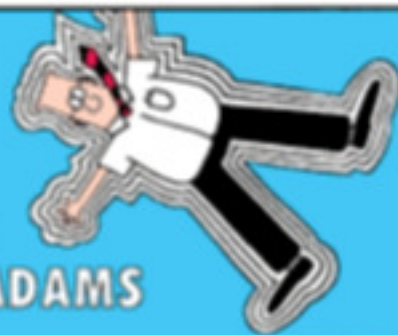
ARE YOU READY TO
TAKE THE CHALLENGE?

OH, I'LL TAKE
MORE THAN
THAT!





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BY

SCOTT ADAMS



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MISTER DOGBERT HAS
RETURNED AS OUR
C.E.O. BECAUSE NO
ONE ELSE WANTS THE
JOB.



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S. Adams

I CAN'T TELL YOU
MY PLAN FOR THE
ASSETS OF THIS
COMPANY ... BUT IT
RHYMES WITH
"VILLAGE."



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I HOPE IT'S
"FILLAGE."



DOGBERT THE C.E.O.

I NEED A PERSONAL
"GOPHER." ARE YOU
INTERESTED?

SURE!

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GOOD. YOU'LL WEAR
A SPECIAL UNIFORM
AND HAVE A SPECIAL
OFFICE TO SHOW
YOUR STATUS.

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SHEESH. I
HAVEN'T MADE
A BANK SHOT
YET.

DOGBERT THE C.E.O.

I'VE DECIDED TO
MANIPULATE OUR
STOCK PRICE FOR
PERSONAL GAIN.

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5-Adams

I'LL SPIN OFF A FEW
DIVISIONS, BUY BACK
SOME OF OUR STOCK
AND ANNOUNCE
MASSIVE BUDGET
CUTS.

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UM... DO YOU EVEN
KNOW WHAT PRODUCTS
WE MAKE?

HOW WOULD
THAT BE
RELEVANT?

DOGBERT THE C.E.O.

I MAKE A MOTION THAT
THE BOARD OF DIRECTORS
DOUBLE MY
PAY.

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S. Adams

ALL IN FAVOR,
BLEAT LIKE SHEEP.

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I THINK WE'RE
MISSING A
CHECK OR A
BALANCE
SOMEWHERE.

BA-A-A
BA-A-A
BA-A-A

DOGBERT THE C.E.O.

THE "UNITED CHARITIES" WOULD LIKE YOU TO BE CHAIRMAN THIS YEAR.

I'D BE HONORED.

OH, AND WHILE YOU'RE UP, CANCEL THE COMPANY HEALTH PLAN.

ONE WEEK LATER

UNDER HIS LEADERSHIP, OUR FREE CLINICS HAVE HANDLED TWICE AS MANY PEOPLE.

UNITED CHARITIES

THANKS.

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5-A23m45

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DOGBERT THE C.E.O.

I'M AN INVESTMENT
BANKER. I CAN HELP
YOU LOOT THIS PLACE
AND ESCAPE.



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S. Adams

YOU'LL MERGE WITH MY
OTHER CLIENT COMPANY.
YOUR GOLDEN PARA-
CHUTE KICKS IN. THEN
YOU EXERCISE YOUR
STOCK OPTIONS ON
THE UPTICK.



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YOU RARELY SEE A
MERGER ANNOUNCE-
MENT WITH THE
PHRASE, "SO LONG,
SUCKERS."





DILBERT



BY
SCOTT ADAMS

OUR NEXT PRODUCT
WILL DETERMINE
THE FUTURE OF OUR
COMPANY!



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I NEED A PROJECT
LEADER, WHO HAS
A PASSION FOR
SUCCESS!



WOULD THAT
LEADER GET
EXTRA PAY?



IT'S NOT ABOUT
MONEY, WALLY.
IT'S ABOUT A
PASSION FOR
SUCCESS!



ALL I HAVE IS A
VAGUE PREFERENCE.
HOW ABOUT YOU?



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YES, I'M FEELING
SOMETHING ...
MAYBE IT'S ...



NO, IT'S
JUST MY
ALLERGY
MEDICATION.



WHAT
WAS IT
LIKE?

IT
TINGLED.



WHERE'S THAT BUDGET
FORECAST I ASKED
FOR?

I PUT IT ON
YOUR CHAIR
THIS MORNING.

I'D BETTER
LOOK AGAIN.

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S. Adams

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DOGBERT'S TECH SUPPORT

I DON'T KNOW HOW
TO USE MY E-MAIL.



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5/20/98

YOU NEED TO
UPGRADE YOUR I.Q.
A FEW POINTS.
TRY LISTENING TO
CLASSICAL MUSIC.



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MY OLD NEMESIS,
MISTER RADIO,
WE MEET AGAIN.



DOGBERT'S TECH SUPPORT

OUR SOFTWARE IS
PERFECT. THE PROBLEM
MUST BE WITH YOU.



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S. Adams

GO TO THE CAT SCAN
MACHINE IN THE
BREAK ROOM AND
INSERT YOUR HEAD.
I'LL MONITOR YOU
FROM HERE.



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DO YOU
SEE THE
PROBLEM?



I BLAME
THE TIGHT
LABOR
MARKET.



DOGBERT'S TECH SUPPORT

HOW
MAY I
ABUSE
YOU?

THE INTERNET
IS SLOW. WHAT
CAUSES THAT?

THAT CAN ONLY BE
CAUSED BY YOU
LOOKING AT PORN.

I'LL NEED
YOUR NAME
FOR OUR
RECORDS.

CLICK

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-S.A.D.M.3

I LIKE MEN WHO
HAVE A SENSE OF
HUMOR.

...BUT NOT THE JOKE-
TELLING KIND — THE
SPONTANEOUS KIND—
LIKE WHEN YOU SPILL
SOMETHING AND WE
BOTH LAUGH.

MAYBE I'M
TRYING TOO
HARD.

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5/11/03

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I DON'T UNDERSTAND
WHY YOU LIKE THE
THINGS YOU LIKE.



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I'M FORCED TO
CONCLUDE THAT
YOU'RE SOCIALLY
DEFECTIVE.



ISN'T IT NORMAL FOR
PEOPLE TO HAVE
UNIQUE PREFERENCES?

DO YOU HAVE
TO ARGUE WITH
EVERYTHING
I SAY?!



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CATBERT: H.R. DIRECTOR

"CONSISTENT WITH OUR
EFFORT TO ELIMINATE
PRIVACY AND
DIGNITY..."



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S. Adams

"... EMPLOYEES MUST
SHARE HOTEL ROOMS
ON ALL BUSINESS
TRIPS. "



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AFTER THEY GET
USED TO THIS, I'LL
INTRODUCE THE
TANDEM SHOWERING
POLICY.



WALLY, AS YOU KNOW,
EMPLOYEES MUST SHARE
HOTEL ROOMS AT THE
CONFERENCE...



5/1/98 E-mail: SCOTTADAMS@aol.com

SO I WAS WONDERING
IF YOU'D LIKE TO...
YOU KNOW... BE
MY ROOMIE.



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WE'LL HAVE TO AGREE
ON SOME RULES.



I HATE SHARING A
HOTEL ROOM ON
BUSINESS TRIPS.



I NEED TO DO MY
EXERCISES BEFORE
I GO TO SLEEP. DO
YOU MIND?



THERE ARE SO MANY
WAYS THAT THIS
COULD BE BAD.

I'M STILL A
BIT WINDED
FROM YESTER-
DAY.



SHARING A HOTEL ROOM

I FORGOT TO PACK
MY EXERCISE
SHORTS.



I GUESS I CAN DO
MY JUMPING JACKS
WITHOUT CLOTHES.
IT'S JUST US GUYS.



SINGLE OCCUPANCY
ISN'T SO HARD
TO GET.



I DON'T SEE WHY OUR
WEB PAGES NEED
URLS. GET RID OF
THEM.



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DID THAT MAKE
ANY SENSE AT
ALL?

YES, IT'S
BRILLIANT.



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GIVE ME A MONTH AND
I'LL REPLACE OUR URLS
WITH UNIFORM
RESOURCE LOCATORS.

PERFECT.



I'M PLEASED TO
REPORT ANOTHER
STELLAR WEEK OF
ACCOMPLISHMENTS!



Syndicate E-mail: SCOTTADAMSBAGL.COM

I MOVED MORE
THAN 800,000
BITS OF DATA TO
A DISASTER RECOVERY
BACK-UP FACILITY!



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DID YOU JUST TAKE
CREDIT FOR COPYING
A FILE TO A
DISKETTE?

IT WAS MY
RÉSUMÉ.





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I HIRED MY SON TO
MANAGE OUR TECH-
NOLOGY DEVELOPMENT
GROUP.



HE'S YOUNG, BUT
I'M ALMOST POSITIVE
HE WENT TO COLLEGE.

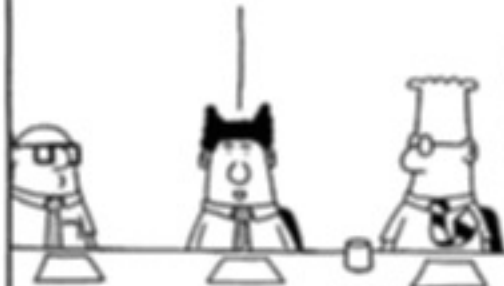


WHERE
DID YOU
GO TO
COLLEGE?

ACTUALLY, I
HID IN OUR
ATTIC FOR
FOUR YEARS.



MY DAD TAUGHT ME
EVERYTHING I KNOW.



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5 Adults

HE USED TO SAY
"DON'T DRINK THE
PICKLE JUICE UNTIL
THE PICKLES ARE
GONE."



WAS
THAT
A BIG
PROBLEM
AT YOUR
HOUSE?



HAVE YOU
EVER BEEN
HIT IN THE
EYE WITH A
PICKLE?



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SON-OF-A-BOSS

YOU HAVE TO MAKE
OUR PRODUCT SO
SIMPLE THAT MY MOM
COULD USE IT.



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IT'S ALREADY SO
SIMPLE A HAMSTER
COULD USE IT. HOW
MUCH DUMBER IS
YOUR MOM?



MAYBE WE SHOULD
LEAVE MY MOM OUT
OF THIS.

MY MOM IS
A PHYSICIST.



SON-OF-A-BOSS

MY COMPLETE LACK
OF KNOWLEDGE HAS
NOT GONE UNNOTICED.



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S. Adams

I'VE BEEN PROMOTED
TO VICE PRESIDENT
OF MARKETING!



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IF YOU FEEL THE NEED
TO BUY ME A GIFT,
I'D LOVE A PIANO.



IS YOUR
PROJECT
PLAN
DONE?



I CAN'T DO
A PLAN
UNTIL YOU
TELL ME THE
STRATEGY.



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MY STRATEGY IS
TO MAKE YOU DO
A PLAN.



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SOMETIMES THE
LEADERSHIP JUST
RADIATES FROM
MY BODY.



MY NAME IS
MYRON, NOT
MORON!

NEXT TIME THAT YOU
RUN SPELL CHECK,
DON'T AUTOMATIC-
ALLY TAKE ITS
SUGGESTIONS.

WHAT'S
"SPELL CHECK"?

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SCOTT ADAMS

HERE'S THE GOAL
THAT WILL MOTIVATE
YOU FOR THE
NEXT YEAR.

"BUILD A GLOBAL
SATELLITE NETWORK.
BUDGET: \$12,000."

MOTIVATION FEELS
MUCH DIFFERENT
FROM WHAT I
IMAGINED.

I WAS EXPECTING
A LIGHT, ENERGETIC
FEELING.

BUT IT'S MORE LIKE
BEING PINNED
UNDER A BURNING
COUCH.

WHOO! I'M
GETTING
DIZZY.

I'D BETTER LIE
DOWN UNTIL THE
MOTIVATION
WEARS
OFF.

HE'S GOING TO BE
TROUBLE DURING
THE NEXT ROUND
OF BUDGET
CUTS.

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EXCUSE ME. I COULDN'T
AVOID HEARING YOUR
CONVERSATION OUTSIDE
MY CUBICLE.



5 Adults www.dilbert.com

I THINK I SPEAK
FOR A LOT OF
CUBICLE DWELLERS
WHEN I SAY...



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SHUT
UP!!



YOU HAVEN'T INTERFERED
WITH MY PROJECT IN
WEEKS. SOMETHING
MUST BE WRONG.



S. Allen
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I BELIEVE IN
EMPOWERING MY
EMPLOYEES AND
STAYING OUT OF THE
WAY.



AM I GOING TO FIND
MY REAL BOSS'S BODY
IN A DUMPSTER?



THERE'S EXTRA
MONEY IN THE
BUDGET. WOULD
YOU LIKE A
BONUS?



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I THINK THE
EARTHLINGS
ARE GETTING
SUSPICIOUS.



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S. Adams

KEEP ACTING COMPETENT
AND CARING. OUR
PRISONER SAYS THAT'S
HOW LEADERS ACT ON
THEIR WORLD.



CAROL, LET ME DO
THE ORG CHART ON
MY PC. YOU HAVE
TOO MUCH WORK
ALREADY.



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NO ONE SUSPECTS THAT
THE REAL BOSS IS IN
A PRISON TUBE ON
MY SPACESHIP.



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IS IT
OKAY
IF I
WEAR
SHORTS?



SURE. I
ONLY CARE
ABOUT THE
QUALITY OF
YOUR WORK.



IF OUR BOSS WERE
REPLACED BY AN ALIEN,
WOULD THAT
BE A BAD
THING?

IT DEPENDS
ON THE
ALIEN.



APPARENTLY MY BOSS
HAS BEEN REPLACED BY
A HIGHLY INTELLIGENT
ALIEN.

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THAT MEANS MY REAL
BOSS IS BEING HELD
CAPTIVE IN SOME SORT
OF HIDEOUS ALIEN
PRISON.

WHAT DO YOU PLAN
TO DO ABOUT IT?

IT WAS
JUST AN
OBSERVATION.

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BY

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I NEED SOME
MANAGEMENT
FIRE POWER.

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THE VP OF MARKETING
SAYS WE CAN'T USE
THE VENDOR WE
SELECTED ...

LET ME WRITE
THIS DOWN.

DO YOU
WANT
SOME
PAPER?

NO. I'LL
USE THIS
TISSUE...
OOPS.

ANYWAY, THE
OTHER VENDOR
CAN'T DELIVER.

OOPS.

I HAVE
SOME NOTE
PAPER.

NO, THIS
IS FINE.

OOPS.

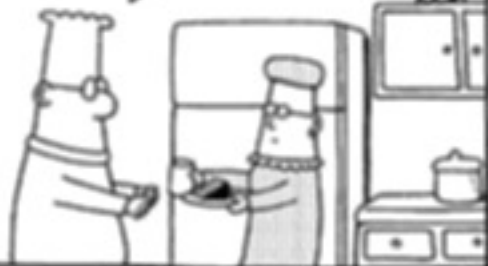
ALL YOU
HAVE IS
A BLOTCH
ON A
SCRAP.

IT'S MORE
OF A
REMINDER
THAN A
DETAILED
NOTE.

HMM... IT'S
NOT SO USEFUL
WHEN I PUT IT
WITH THE OTHERS.

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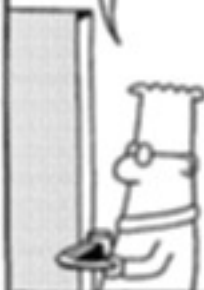
MY BOSS TOLD ME TO BUY
A BUNCH OF EQUIPMENT
WE DON'T NEED.



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THAT WAY OUR BUDGET
WON'T GET CUT NEXT
YEAR.



I'M SO
PROUD OF
YOU, SON.



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HOW DO
YOU SAY
THAT WITH
A STRAIGHT
FACE?



I TRY TO
IMAGINE
YOU AS A
NAVY
SEAL.



... AND WE'LL BUY A DOZEN OF THESE. WE'RE TRYING TO SPEND OUR BUDGET SO IT DOESN'T GET CUT NEXT YEAR.



S. Adams www.dilbert.com

THIS IS GREAT! YOU GUYS ARE SO DUMB THAT I DON'T EVEN HAVE TO USE MY FAKE PERSONALITY TO MAKE THE SALE!



... AND NINE OF THESE BLUE THINGS.

THERE'S A FULL MOON ON THE HORIZON!



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I HAVEN'T TALKED YET,
BUT ALL THE GOOD
POINTS HAVE BEEN
TAKEN.

BLAH
BLAH

BLAH
BLAH

www.dilbert.com

S. Adams

WE MUST MAKE SURE
OUR MOMENTUM
ALIGNS WITH OUR
VALUE-ADDED
DISTRIBUTION!

THAT
WAS
JUST
BABBLE,
RIGHT?

ALL THE
GOOD ONES
WERE TAKEN.

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I HAVE NO USEFUL
SKILLS OR KNOWLEDGE.
I COMPENSATE BY
"RAISING ISSUES."



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OUR SALESPeOPLE
HAVEN'T BEEN
TRAINED FOR THE
NEW PRODUCT!!



SOMEONE
SHOULD
HAVE A
MEETING
ABOUT THAT.



WOW, I
CAN ACTUALLY
HEAR OXYGEN
BEING
WASTED.



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I'M A WORTHLESS
EMPLOYEE WHO CUTS
OUT NEWSPAPER
ARTICLES AND ROUTES
THEM AROUND.

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I USED TO MAKE SURE
THE ARTICLES WERE
RELEVANT, BUT THAT
WAS MORE WORK
THAN IT WAS WORTH.

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I SAW
THIS
ALREADY.

IT'S FROM
YOUR PAPER.
YOU ALWAYS
LEAVE IT IN
THE THIRD
STALL.

DO YOU MIND IF
I JUMP ON THE
GARBAGE?



S. Adams www.dilbert.com

I DON'T KNOW WHY,
BUT WHEN I SEE A
FRESH PILE OF
GARBAGE, I JUST
WANT TO JUMP UP
AND DOWN ON IT.



THE BEST THINGS
IN LIFE ARE SILLY.





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BY

SCOTT ADAMS



PERFORMANCE REVIEW

LET'S SEE
HOW MANY
OF YOUR
OBJECTIVES
YOU MET.

WHAT
OBJECTIVES?

DIDN'T YOU
KNOW YOU HAD
OBJECTIVES?

I DON'T SEE HOW
I WOULD HAVE
HAD TIME TO WORK
ON OBJECTIVES.

MY SCHEDULE
WAS PACKED.

DOING
WHAT?

EVERY MORNING YOU
LEAVE THINGS ON MY
CHAIR WITH NOTES
THAT SAY
"URGENT:
HANDLE
THIS."

NO I
DON'T.

WALLY, CAN I SEE
A SAMPLE OF YOUR
HANDWRITING?

UH-OH.

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LET'S SEE WHAT'S
ON MY SCHEDULE
TODAY.



"GIVE VIGOROUS
WEDGIE TO
MYSELF."



YOU'RE RIGHT - HE
WILL DO WHATEVER
IS ON HIS SCHEDULE.

OW!

VIGOROUSLY?



MEETING WITH A VENDOR

I'M LARRY.

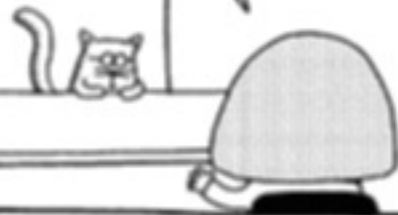
AND THESE PEOPLE
ARE MY VAST ARRAY
OF UNNECESSARY
TAG-ALONGS.

WHAT
DOES
YOUR
PRODUCT
DO?

WE DIDN'T
BRING THE
GUY WHO
KNOWS
THAT.

CATBERT: EVIL H.R. DIRECTOR

I'M GROSSLY UNDER-PAID FOR THE TYPE OF WORK I DO NOW.



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S. Adams

WRITE A DESCRIPTION OF YOUR CURRENT DUTIES. I'LL BE HAPPY TO DO A COMPENSATION REVIEW.



BASED ON A TRUE STORY

SADLY, IT APPEARS YOU'RE NOT QUALIFIED FOR YOUR OWN JOB. BUT ONE OF YOUR SUBORDINATES IS.



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WE WON THE BID TO
CREATE A DIGITAL
ARCHIVE OF THE
WORLD'S GREATEST
ART.

THIS WILL GIVE US
A CHANCE TO FIX
ANY ERRORS MADE
BY THE
ARTISTS.

ERRORS?

FOR EXAMPLE, THERE
WAS A GUY WHO
USED TOO MUCH BLUE
FOR A WHOLE
PERIOD.

WE'VE DIGITIZED AND INDEXED THE WORLD'S GREATEST ART. THIS IS "THE LAST SUPPER."

NICE, BUT...

THE COMPOSITION IS CLUTTERED. DELETE A FEW OF THOSE GUYS. DO YOU HAVE ANY CLIP ART OF BAGELS?

DO THEY LOOK HAPPY?

COMPARED TO ME, YES.

I'M CREATING A DIGITAL
ARCHIVE OF THE WORLD'S
GREATEST ART. BUT MY
BOSS INSISTS ON "FIXING"
THE ARTISTS' MISTAKES.

HEE HEE

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THIS IS SUCH A
FUNNY STORY FOR
THE NEWSLETTER!

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IT'S A FUNNY STORY,
BUT CHANGE "FIXING"
TO "DRAMATICALLY
IMPROVING."



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WE'RE DISCONTINUING
TECHNICAL SUPPORT
OF ALL OUR PRODUCTS.

A RECORDED MESSAGE
WILL EXPLAIN IT
TO THE CALLER THIS
WAY...

"IN ORDER TO SERVE
CUSTOMERS BETTER,
WE'VE DISCONTINUED
TECHNICAL SUPPORT."

HOW DOES THAT
SERVE CUSTOMERS
BETTER?

WE'LL REDIRECT THOSE
RESOURCES TO OTHER
AREAS.

WHAT OTHER
AREAS?

PROFITS.

THAT MAKES YOUR
BONUS LARGER.
ANY OTHER
QUESTIONS?

APPARENTLY I'M
ENGULFED IN EVIL.
THAT'S THE
SPIRIT!

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CATBERT: EVIL H.R. DIRECTOR

ARE YOU ABLE TO
WORK WHILE BEING
CONSTANTLY
INTERRUPTED?



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NO. I WOULD BE
TOTALLY INEFFECTIVE,
JUST LIKE
ANYONE ELSE.



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WE WERE
DONE WITH
THE SECTION
YOU HAD TO
ANSWER
HONESTLY.

OH. IN
THAT CASE,
INTERRUP-
TIONS
MAKE ME
STRONGER.

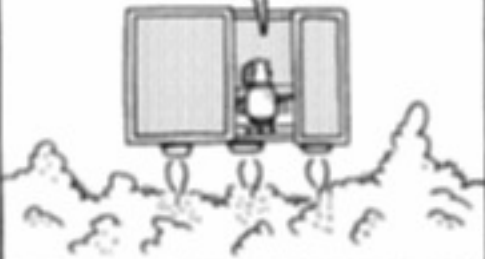


INITIATE
LAUNCH
SEQUENCE.



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WE HAVE
LIFTOFF.



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I KEEP
WAITING
FOR THIS TO
SEEM LIKE
A BAD IDEA.



WE'RE THE FIRST
CUBICLE TO LAND
ON THE MOON.



THE TEMPERATURE AND
OXYGEN LEVELS ARE
FINE. APPARENTLY
THE SPACE PROGRAM
IS A HOAX.



NASA MUST
BE HIDING
SOMETHING
HERE.



HI. WE'RE THE
WOMEN WHO LOVE
ENGINEERS.



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9/3/98

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NASA PUT ALL THE
WOMEN WHO LOVE
ENGINEERS ON THE
MOON. THEY SAY IT'S
AN IMPORTANT
EXPERIMENT.

EVERY WEEKEND
THEY SEND A SHUTTLE
FULL OF MALE NASA
ENGINEERS TO CHECK
ON OUR STATUS.

UH-OH.
WE HAVE
COMPANY.

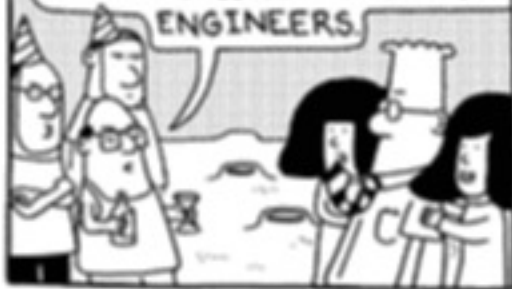
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SOMEWHERE ON THE MOON

SO, YOU DISCOVERED
WHERE NASA HIDES THE
WOMEN WHO LOVE MALE
ENGINEERS.



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HOW ABOUT A LITTLE
DRINKING CONTEST,
TOUGH GUY? THE LOSER
CAN NEVER RETURN.



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WE PROBABLY SHOULDN'T
HAVE INSISTED ON
ENTERING
THE
CONTEST.

I'LL MISS
THEM.



I NEED THIS VITAL
INFORMATION BY
ONE O'CLOCK.



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IF I DO A SHODDY
JOB, I CAN FINISH
THIS AND STILL
MAKE IT TO LUNCH!



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TODAY I
TRADED MY
WORK ETHIC
FOR A
BANANA.

I ATE
THAT
BANANA
YEARS
AGO.





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BY

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THIS IS TODAY'S
MOTIVATIONAL
MESSAGE FOR ALL
EMPLOYEES.



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TODAY IS THE
FIRST DAY OF
THE REST OF
THE WEEK.



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OR IS
IT?



WALLY, DID YOU
REVIEW MY DRAFT
OF THE USER MANUAL
YET?

THE CHARACTERS IN
THE EXAMPLES GAVE
ME NO REASON TO
CARE ABOUT THEM.
IT LEFT ME
EMPTY.

SADLY, USER "B" COULD
NEVER LOVE USER "A"
BECAUSE HE WAS A
BALD ENGINEER.

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CATBERT: EVIL H.R. DIRECTOR

YOU'VE BEEN A GOOD
CONTRACT EMPLOYEE.
WE'D LIKE TO MAKE
YOU A REGULAR
EMPLOYEE.



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YOU MEAN YOU
WANT TO PAY
ME LESS?



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WE WANT YOU TO BE
MOTIVATED BY SOME-
THING OTHER THAN
MONEY.

LIKE...
STUPIDITY?



CATBERT: EVIL H.R. DIRECTOR

YES, REGULAR EMPLOYEES
ARE PAID LESS THAN
CONTRACT EMPLOYEES
SUCH AS YOURSELF.



BUT IF YOU JOIN THE
COMPANY, YOU'LL GET
MANY INTANGIBLE
BENEFITS.



MAYBE YOUR STOCK-
HOLDERS WOULD LIKE
SOME INTANGIBLE
BENEFITS. THEY CAN
HAVE MINE.



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THE EMPLOYEES AREN'T
FALLING FOR THE
OLD "INTANGIBLE
BENEFITS" STORY
ANYMORE.



UH-OH. WE DON'T
EARN ENOUGH MONEY
TO GIVE TANGIBLE
BENEFITS TO EMPLOYEES
AND STOCKHOLDERS.



STOCKHOLDER MEETING

STOCK

... NOW LET'S
DISCUSS YOUR
INTANGIBLE
BENEFITS...



HERE'S MY TIME
SHEET, IN
EXQUISITE
DETAIL.



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CRINKLE
CRINKLE
WAD



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IT'S EASIER
TO INPUT THE
NUMBERS IF
I MAKE THEM
UP AS I GO.





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I LIKE TO CON
PEOPLE. AND I
LIKE TO INSULT
PEOPLE.



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IF YOU COMBINE
CON AND INSULT,
YOU GET "CONSULT."



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I'M
HERE
TO
CONSULT
YOU.

IT SOUNDS
EXPENSIVE
AND
DEMEANING.
... OKAY.



DOGBERT CONSULTS

MY RECOMMENDATIONS
ARE BASED ON AN
ANALYSIS OF
ACCOUNTABILITY.

OOH.

AS A CONSULTANT, I'M
NOT ACCOUNTABLE TO
YOUR STOCKHOLDERS.
SO I CAN RECOMMEND
ANYTHING THAT
AMUSES ME.

I RECOMMEND THAT
YOU CONVERT ALL OF
YOUR U.S. DOLLARS
TO ELBONIAN
CURRENCY...
WHATEVER
THAT IS.

THE
EYE-
CRUD.

YOUR PERFORMANCE WAS EXCELLENT, BUT THERE'S NO BONUS THIS YEAR.

WHY NOT?

THE COMPANY LOST A FORTUNE IN THE ELBONIAN CURRENCY COLLAPSE.

BUT IN A WAY, IT'S YOUR OWN FAULT FOR WORKING HERE.

THANKS. THAT TAKES THE STING OUT.

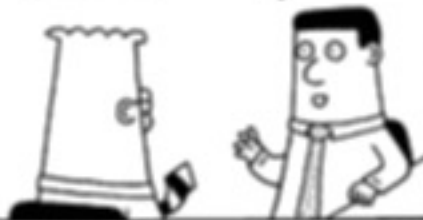
AT THIS PHASE, THE
PROJECT WILL BE
REVIEWED BY A
WORTHLESS MANAGER.



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HEE-HEE! I
WONDER IF HE
KNOWS WHAT
PEOPLE SAY ABOUT
HIM.



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WHY ARE YOU MARKING
IT "DONE"? DID
YOU DECIDE TO SKIP
THAT PHASE?



OUR DEPARTMENT
MASCOT WILL BE THE
INDUSTRIOUS BEAVER.



THAT'S A PICTURE
OF A WOODCHUCK.



HE LOOKS PERKY.
THAT'S CLOSE
ENOUGH.

HE COULD BE
A BEAVER
WHO LIVES
IN A HOLE.



DON'T THINK OF
YOURSELF AS A
POWERLESS PEON
IN A BOX.



YOU'RE AN AGENT
OF CHANGE IN A
DYNAMIC, NATURAL
WORK GROUP!



CAN I PUT
THAT ON MY
BUSINESS
CARDS?

I'D RATHER
NOT LEAVE
A PAPER
TRAIL.





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I NEED TO DOCUMENT
YOUR PROCEDURES. IT'S
AN ISO 9000
REQUIREMENT.

SO... THE ENGINEERS
SUBMIT THEIR TIME
CARDS AND THEN
YOU DO WHAT?

I PUT THEM IN A
PILE UNTIL I'M
SURE THEY'RE ALL
HERE.

THEN I
MOVE THEM
TO THE MAGIC
CYLINDER.

THE
TRASH
CAN?

NO. IT'S A MAGIC
CYLINDER. I PUT
MY WORK IN THERE
AND BY MORNING
IT'S GONE.

I'VE BEEN GIVING
YOU MY TIME CARDS
FOR FIVE YEARS.

NO ONE
HAS
COMPLAINED
YET.

AFTER TODAY,
I AM NOT
ROUNDING TO
THE NEAREST
FIFTEEN
MINUTES.

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IT'S NICE, BUT THE
WEASEL DOWN THE
STREET IS SELLING
IT FOR LESS.



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YOU SHOULD
NEVER SETTLE
FOR THE
LESSER OF
TWO WEASELS.



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NOW THAT YOU
MENTION IT, IT
DID SEEM TOO
CONVENIENT.



THIS PROJECT NEEDS
YOUR COMPLETE
ATTENTION.



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WALLY'S RIGHT.
FORGET THE OTHER
PROJECTS AND
FOCUS ON THAT
ONE.



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DID I
MISS
ANYTHING
AT THE
MEETING?

WE GOT
YOU A
LITTLE
HELPER
FOR YOUR
PROJECT.



WE CAN ONLY SUCCEED
IF EACH OF YOU
WORKS NIGHTS AND
WEEKENDS FOR A
YEAR!



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I QUIT.

ME TOO.

I'LL
CLEAR
OUT MY
DESK.



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OR WAS
THAT
SUPPOSED
TO INSPIRE
US?

LIKE
I'D
KNOW.



I CAN'T PROCESS
YOUR VOUCHER
BECAUSE THESE
RECEIPTS LOOK
FAKE TO ME.



THEY
AREN'T
FAKE!



THEN WHY
AREN'T THEY
NOTARIZED?



BECAUSE
THEY'RE
JUST
RECEIPTS!



AND NOW
YOU'LL TELL
ME THERE'S
NO DNA
EVIDENCE
EITHER.



HOW LONG WILL
IT TAKE TO
PROCESS
MY VOUCHER?



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I ASSIGN A
PRIORITY TO
EVERYONE. I'M
HAPPY TO SAY
YOU'RE A "ONE."



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ONE CHANCE IN
A MILLION.



ALICE, THANK YOU FOR
YOUR TWELVE-PAGE
RESPONSE TO MY
E-MAIL LAST WEEK.

BUT I WAS ONLY
SENDING IT TO YOU
AS AN 'FYI.' THOSE
DECISIONS
ARE ALREADY
MADE.

IF I READ YOUR
REACTION RIGHT,
YOU'RE WONDERING
WHY I DIDN'T
SAY FYI ON MY
E-MAIL.



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WHY DID THE I.S. DEPARTMENT DENY MY REQUEST FOR A PC UPGRADE?



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BECAUSE WE ARE EVIL INCARNATE!!
BUWAHAHAHA!!



I WAS LOOKING FOR SOMETHING MORE SPECIFIC.



YOU DIDN'T PROVIDE A DOLLAR ESTIMATE OF THE BENEFITS.



THAT'S RIDICULOUS. I CAN'T PUT A VALUE ON EVERY TOOL I NEED TO DO MY JOB.



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IF YOU CAN'T QUANTIFY IT, THEN IT MUST NOT BE NECESSARY.



THEN WHY DOES THE COMPANY GIVE ME A CHAIR? I CAN'T QUANTIFY THAT EITHER?

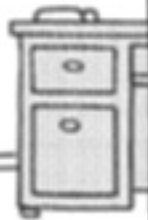


HERE'S ONE MORE REASON WHY IT STINKS TO BE ME.





RING



HELLO,
I'M A
RAT.

THIS IS A
CONSULTING
COMPANY.
WE'LL PAY YOU
\$200,000 PER
YEAR TO WORK
FOR US.



I'M MORE INTERESTED
IN INVESTMENT
BANKING.

★B|☆
JOB
MARKET.



COME WORK FOR OUR
CONSULTING FIRM AND
YOU WILL GET THIS
BUSHEL OF MONEY.



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ALL WE WANT IN
RETURN IS TWENTY
HOURS OF WORK
EACH DAY...



... WITH CLIENTS
WHO HATE YOU FOR
A VARIETY OF GOOD
REASONS.

AT LEAST
THERE'S NO
TRAVEL,
RIGHT?



9/14/92

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RATBERT THE CONSULTANT

AS OUR NEWEST PARTNER, YOU'LL GET THE LEAST DESIRABLE ASSIGNMENTS.



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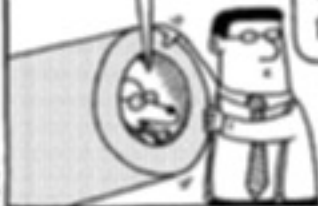
WE'LL LOAD YOU IN THE CONSULTANT CANNON, SHOOT YOU TO THE CLIENT'S SITE AND MONITOR YOUR PROGRESS.



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THE WINDOW IS MORE TO THE LEFT.

THE CLIENT IS MORE TO THE RIGHT.



RATBERT THE CONSULTANT

I'M MAKING
\$200,000 PER
YEAR!



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APPARENTLY
THAT'S ALL
I KNOW.



THANKS TO MY
CONSULTING JOB,
I'M WEALTHIER
THAN YOU.



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AND I'M CUTER,
OBVIOUSLY. THE
ONLY THING LEFT
IS PERSONALITY.



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SHOULDN'T YOU BE
SPREADING DISEASE
SOMEWHERE?

THREE
FOR THREE!
YES!!



I BUILT A RING
WITH A TINY
COMPUTER IN IT.



IT ONLY DISPLAYS ONE
CHARACTER AT A TIME.

THEN WHAT
GOOD IS IT?



NO TIME FOR CHIT-
CHAT. I'M SURFIN'
THE NET!

DON'T MAKE
ME COME
OVER THERE.





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IT'S TIME FOR
MY ANNUAL
INSPIRATIONAL
TALK!

WE MUST WORK TWICE
AS HARD, OR THE
COMPETITION WILL
CRUSH US!

I WANT YOU TO
FEEL AFRAID
TWENTY-FOUR
HOURS A DAY!

QUESTION: WOULDN'T
THAT LOWER THE
QUALITY OF OUR
LIVES?

SEEMS LIKE
IT MIGHT

I'M TOO AFRAID
TO WORK HERE
NOW. I WONDER
IF OUR COMPETITORS
ARE HIRING.

QUESTION: SHOULD
WE CONTINUE TO BE
AFRAID OF OUR OWN
MANAGEMENT'S
INCOMPETENCE?

LET'S COMPROMISE.
I'LL CUT THE MEETING
SHORT IF YOU'LL
ALL AGREE TO FEEL
WORSE IN SOME WAY.

NOW I REMEMBER
WHY I ONLY INSPIRE
THEM ONCE A YEAR.

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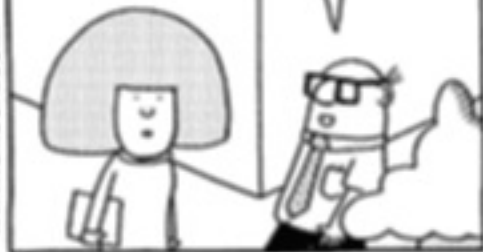


I'VE BEEN BUILDING
UP MY FOREARM
SO I'LL HAVE A
BONE-CRUSHING
HANDSHAKE.



WHY?

HEY, WHAT'S
THIS - SOME
SORT OF HEN
PARTY?



THAT WAS VERY
WITTY, WALLY.
CONGRATULATIONS!

OH.



THE SAFETY AWARD
GOES TO TED FOR HIS
FIVE YEARS OF
INJURY-FREE WORK.



THANK YOU FOR THIS
AWARD. WITHOUT
AWARDS, THERE WOULD
BE NO INCENTIVE TO
AVOID INJURIES.



IF I WORK TOO HARD,
I GET STRESSED OUT.
BUT IF I DON'T WORK
HARD, I GET BORED.



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I RECOMMEND
SUBMERGING YOUR
HEAD IN ICY WATER
TWICE A DAY.



WOULDN'T THAT HURT?

IS THERE
NO END
TO YOUR
LIST OF
COMPLAINTS?



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I'M FINDING IT
A BURDEN TO
REMEMBER YOUR
NAME.



FROM NOW ON,
I'LL REFER TO YOU
AS EITHER "BUDDY"
OR "BIG GUY."



HOW ABOUT IF I GET A
NAME TAG? THEN YOU
COULD JUST
READ IT.

DO I LOOK LIKE
I HAVE THAT
KIND OF TIME?





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I'M GOING TO DO
SOME PERSONAL
BUSINESS DURING
MY LUNCH HOUR.

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NORMALLY I
WOULD WORK
THROUGH
LUNCH.

BUT THIS WILL
TAKE A FULL
HOUR.

IT WOULD ONLY
TAKE TWO MINUTES
IF I USED THE
INTERNET.

BUT THE INTERNET
IS FOR BUSINESS
USE ONLY!

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OUR COMPANY HAS
A LIMITED NUMBER
OF ZEROES AND
ONES.

WHEN THEY'RE
GONE, THEY'RE
GONE!

FURTHERMORE...

YOU MOCKED HIM
FOR A
FULL HOUR.

NOW IT'S
TIME TO
EAT.



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CATBERT: H.R. DIRECTOR

YOU CAN IMPROVE AN
EMPLOYEE'S PERFORM-
ANCE BY MAKING HIM
FEEL BAD ABOUT
HIMSELF.



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SO, ALTHOUGH THAT
WOULDN'T WORK ON
ME, IT WORKS FINE
ON OTHER
PEOPLE?

EXACTLY.



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I'LL READ YOUR
FAULTS ONE AT A
TIME. TELL ME WHEN
YOUR PERFORMANCE
IMPROVES.



MY SOURCES TELL ME
THAT YOU'RE NOT
MEETING YOUR
OBJECTIVES.



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THAT'S NOT TRUE.
WHO ARE THESE
SOURCES? NAME
ONE OBJECTIVE I
HAVEN'T MET.



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I DON'T
EVEN
KNOW
WHAT YOUR
OBJECTIVES
ARE.



MUST...
CONTROL...
FISTS.



WHO SAID I WASN'T
MEETING MY
OBJECTIVES?

I CAN'T
REMEMBER.

THEREFORE, I HAVE
NO REASON TO
DOUBT THE ACCURACY
OF THE INFORMATION.

CHECK
THE
FACTS!

THAT SOUNDS
LIKE SOME-
THING A
GUILTY
PERSON
WOULD SAY.



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DO YOU MIND IF I FILL
THE GAPS IN OUR
CONVERSATION WITH
RANDOM OBSERVATIONS?

NO.

SO, YOU GOT A
LITTLE PILLOW
THERE, EH?

EH?

WHEN I SAY, "EH?",
THAT'S YOUR CUE TO
ANSWER.

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ASOK, YOU'RE THE
WINNER OF THE
PRESTIGIOUS "BROKEN
BINDER AWARD."



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IT'S A ONCE-IN-
A-LIFETIME AWARD
THAT IS VOTED
ON BY YOUR
PEERS.



HOW LONG HAVE YOU
BEEN DUMPING YOUR
TRASH
HERE?

SINCE MY CAN
GOT FULL.



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WE'RE HAVING AN ALL-EMPLOYEE TALENT SHOW FOR CHARITY. TICKETS ARE THREE DOLLARS!



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WE'LL GIVE YOU THREE DOLLARS APIECE TO FORGET THE WHOLE THING. IT WORKS OUT THE SAME.



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DEAL.

IRONICALLY, MATH IS MY ONLY TALENT.



THIS IS URGENT.
I NEED IT BY
TOMORROW.

YOU'VE KNOWN ABOUT
THIS FOR WEEKS. NOW
I'LL HAVE TO WORK
ALL NIGHT!

COULD YOU AT LEAST
SAY SOMETHING THAT
SOUNDS
GRATEFUL?

I'M GLAD
I'M ME!

I AM MORDAC, THE
PREVENTER OF INFOR-
MATION SERVICES! I
SUMMON THE Y2K DEMON!



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ROAR
ROAR



YOU'RE NOT AS
BIG AS I
IMAGINED. I
WONDER WHY
EVERYONE IS
SO AFRAID.



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CUTE!



TO: ALL ENGINEERS
FROM: TINA THE
TECH WRITER



GIVE ME THE INFOR-
MATION I REQUESTED,
OR SOW THE SEEDS
OF YOUR OWN
DESTRUCTION!



ONE SHOULD
NEVER COMPOSE
E-MAIL WHILE
ONE IS SNARLING.



YOU'VE BEEN A GREAT
TEMPORARY EMPLOYEE.
WOULD YOU LIKE TO BE
A PERMANENT ONE?

YES!

HA HA HA!!!
YOU SIMPLE
FOOL !!!

WHAT
WAS
THAT?

THAT WAS
YOUR
EMPLOYEE
ORIENTATION
PROGRAM.



DILBERT

BY

SCOTT ADAMS



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FROM NOW ON, ANYONE WHO MISSES A STAFF MEETING MUST BUY DONUTS FOR THE NEXT MEETING.



DID I JUST
SELL THEM THEIR
FREEDOM FOR
DONUTS?



HERE'S ANOTHER
SHOVEL FULL OF
ASSIGNMENTS.



HOW AM I SUPPOSED
TO GET ALL OF THAT
DONE?

ONLY DO
THE MOST
IMPORTANT
ONES.



"IDENTIFY ALL THE
ACRONYMS THAT HAVE
NEVER BEEN
USED."

THAT'S AN
IMPORTANT
ONE.



I HAVE TIME TO DO
ONE OF THESE TWO
ASSIGNMENTS.



ONE IS ESSENTIAL
TO THE BUSINESS.
THE OTHER IS NOT.
WHICH ONE DO YOU
WANT ME TO DO?

BOTH!



I KNOW YOU WANT
BOTH. BUT IF YOU
CAN ONLY GET ONE...

COMBINE THEM
AND JUST DO
THE ONE.



IT'S NOT MY POLICY
TO FIRE MORONS,
DONALD. FIRING IS
EXPENSIVE.



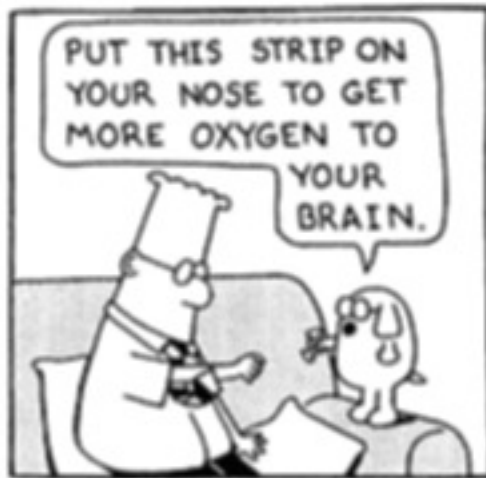
IT'S MY POLICY TO
MAKE YOUR JOB SO
UNPLEASANT THAT
YOU QUIT.



SO, YOUR PROJECT
INVOLVES BEING
BITTEN BY
COYOTES?

ONLY TWO
MORE YEARS
AND I'M
VESTED.





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BY

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IT'S NOT ENOUGH
TO "SERVE" OUR
CUSTOMERS...

WE MUST
DELIGHT
THEM!

YOU MEAN WE
HAVE TO STOP
PRICE-GOUGING?

NO, I THINK
WE CAN STILL
DO THAT.

OOH OOH!
I KNOW!

WE COULD STOP
SELLING PRODUCTS
WITH KNOWN
DEFECTS.

I'M TALKING
ABOUT CUSTOMERS,
NOT PRODUCTS!!

DO YOU FEEL LIKE
DELIGHTING CUSTOMERS?

I BARELY HAVE THE
EMPATHY TO PITY
THEM.

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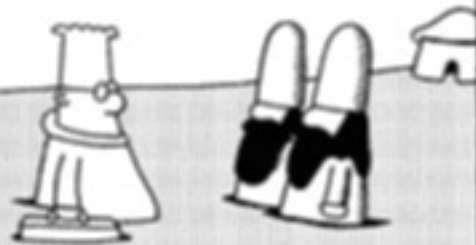


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SOMEWHERE IN ELBONIA

I'VE BEEN SENT TO
TEACH YOU COBOL.



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ecomadams@aol.com

WE DON'T
HAVE ANY
COMPUTERS.

THAT'S
OKAY. I
DON'T
KNOW
COBOL.



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... AND IF YOU HAD A
KEYBOARD, YOU WOULD
DO THIS.

OOPS... HOW
DO I DELETE?



DILBERT TEACHES COBOL
IN ELBONIA

... AND THAT'S HOW
YOU FIX YOUR "YEAR
2000" PROBLEM.

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www.dilbert.com

THIS CONCLUDES MY
FOUR-DAY CLASS. ARE
THERE ANY
QUESTIONS?

WHAT'S
A YEAR?

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AND IS COBOL A KIND
OF CABBAGE OR WHAT?

CLASS
DISMISSED.

CATBERT THE H.R. DIRECTOR

ASOK, IT'S TIME
TO GROOM YOU FOR
MANAGEMENT.



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I DON'T SEE TOO
MANY BUGS IN
YOUR FUR.

CAN YOU LICK
THE TOP OF YOUR
OWN HEAD?



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NO, I
CAN'T.

THEN YOU
CAN'T BE A
MANAGER.



WE'LL TAKE AWAY THE
CUBICLE WALLS AND
FORCE EMPLOYEES TO
WORK IN AN "OPEN
PLAN" OFFICE.



SURVEILLANCE CAMERAS
WILL RECORD THEIR
EVERY MOVE. WE'LL
MONITOR PHONE CALLS
AND WEB USE. WE'LL
EVEN TEST THEIR
BLOOD!



CAN
WE
FLOG
THEM?

WHOA,
COWBOY!
WAIT FOR
PHASE TWO.





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BY

SCOTT ADAMS



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CATBERT: H.R. DIRECTOR

NEW POLICY:
EMPLOYEES ARE NOT
ALLOWED TO EAT AT
THEIR DESKS.



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scottadams@aol.com

BECAUSE WHY?
I NEED A SEMI-
PLAUSIBLE REASON.



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BECAUSE I
HATE YOU.



ALICE, MEET THE
NEWEST MEMBER
OF YOUR TEAM.



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I HIRED HIM MYSELF.
THAT MEANS I CAN
NEVER FIRE HIM;
IT WOULD LOOK LIKE
I MADE A BAD
DECISION.



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MICROSOFT HIRED HIS
HEAD. IT'S IN A
JAR IN
REDMOND.

AND WE GOT
THE PART
THAT GOES TO
MEETINGS.



IF WE'RE GOING TO
WORK TOGETHER, I
SHOULD KNOW
YOUR NAME.



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LET'S SEE IF YOU
HAVE A WALLET
WITH SOME
IDENTIFICATION.



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GEEZ, ALICE, COULD
YOU LET THE NEW GUY
SETTLE IN FIRST?



ACCORDING TO HIS
DRIVER'S LICENSE, THE
NEW GUY'S NAME IS
EDWARD MANN.



IS HIS
MIDDLE
NAME
LESTER?

HOW DID
YOU KNOW
THAT?



WHAT WE HAVE
HERE IS AN
ED LES MANN.



THE NEW
GUY ISN'T
WORKING
OUT.

WHY NOT?

MAYBE
BECAUSE
HE HAS
NO HEAD.

SO, YOU
THINK I
MADE A
MISTAKE
HIRING
HIM?

UM... NO.

BUT THE
NEW GUY
THINKS SO.

THEN HE'S
FIRED FOR
INSUBOR-
DINATION!

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DOGBERT THE CONSULTANT

YOU MUST BRAINWASH
YOUR CUSTOMERS TO
PREFER YOUR BRAND
FOR NO REASON.



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THE LONG-TERM GOAL
IS TO TRAIN YOUR
CUSTOMERS TO MAIL
YOU MONEY EVERY
TIME THEY SEE YOUR
ADVERTISEMENTS.



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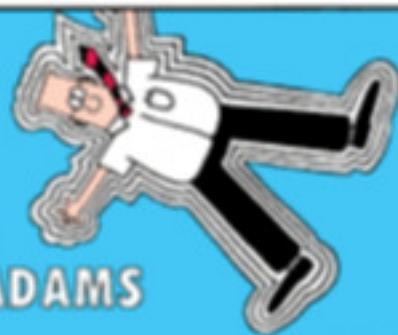
WOULD WE SEND
THEM OUR PRODUCT?

HELLO-O-O,
BRAIN
STEM.





DILBERT®



BY

SCOTT ADAMS

IN ORDER TO IMPROVE
COMMUNICATIONS ...

PLEASE
DON'T.

EVERY MORNING
I'LL GIVE YOU
TWO PENNIES.

EVERY AFTERNOON,
YOU RETURN THEM
AND "GIVE ME YOUR
TWO CENTS' WORTH."

GET IT?
IT'S
CUTE.

SO, I GET TO KEEP
THE MONEY IF I
AVOID SEEING YOU?

HOW MUCH WILL YOU
PAY ME TO IGNORE
YOUR VOICE MAIL
TOO?

I'LL PRETEND YOU'RE
DEAD FOR A NICKEL.

I HATE
THEM ALL.

E-mail: SCOTT@SCOTTADAMS.COM

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THANK YOU ALL FOR
COMING TO THE
MEETING THAT HAS
NO REAL PURPOSE.

MAYBE WE COULD
RAISE ISSUES AND
THEN FORM ACTION
PLANS.

I HAVE
AN URGE
TO STOMP
YOU TO
DEATH.

THAT'S
NOT VERY
PROFES-
SIONAL OF
YOU.

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THAT'S THE PLAN.
NOW I WILL PRETEND
TO LISTEN TO YOUR
IRRATIONAL CONCERNS.



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GO!



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THIS IS ANOTHER
SITUATION WHERE
AMBIGUITY WOULD
BE BETTER.



DOGBERT THE CONSULTANT

OUR TARGET MARKET
IS THE GULLIBLE
MORON SEGMENT.



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OUR COMMERCIALS
WILL FEATURE AN
ACTOR WHO SEEMS
SINCERE.

I CARE ABOUT
THE RAIN
FOREST... AND
YOU.



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I LIKE
KITTENS
... AND
YOU.



WOW... WE
MADE IT
INTO HIS
TOP TWO.



DOGBERT THE CONSULTANT

OUR AD CAMPAIGN
FEATURING PHONY
SINCERITY IS
WORKING.



IN PHASE TWO, WE'LL
INTRODUCE OUR
NEWEST PRODUCT,
THE INVISIBLE
ROBOT.



WE DON'T KNOW HOW
TO MAKE AN INVISIBLE
ROBOT.

DO YOU KNOW
HOW TO MAKE
AN EMPTY
BOX?



DOGBERT THE CONSULTANT

SOME CUSTOMERS MIGHT
COMPLAIN THAT THE
INVISIBLE ROBOT THEY
BOUGHT FROM US...



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... IS NOTHING BUT
AN EMPTY BOX. I
WILL TRAIN OUR
SUPPORT STAFF TO
HANDLE THOSE
CALLS.



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CUSTOMER'S HOUSE

ACCORDING TO OUR
SENSORS, HE'S IN
YOUR HOUSE... AND
HE'S WATCHING YOU.



CUBICLE WALLS WILL
BE REMOVED "IN
ORDER TO IMPROVE
COMMUNICATION."



WHY DO THE WORST
IDEAS ALWAYS
HAVE THE NOBLEST
SOUNDING REASONS?



EMPLOYEES WILL BE
LEASHED AND
BRANDED "IN ORDER
TO IMPROVE
MORALE."





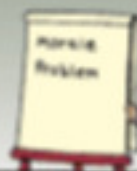
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BY

SCOTT ADAMS

I HAVE A SOLUTION
TO OUR MORALE
PROBLEM.



WE NEED A
NICKNAME FOR
OUR GROUP.



CAN IT BE
SOMETHING
SCATOLOGICAL?



UM... NO.



HOW ABOUT
SOMETHING THAT
INVOLVES MONKEYS?



I DON'T
THINK SO.



OOH... BUT COULD IT
BE SOMETHING THAT'S
BOTH SCATOLOGICAL AND
INVOLVES MONKEYS?



IT'S HARD TO BE
OPTIMISTIC WHILE
HE'S SO GRUMPY.



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IF YOU ANGER ME,
I WILL CURSE AT
YOU UNTIL YOUR
EYEBROWS BURN
OFF.



I WILL DEMONSTRATE
MY POWER BY
BURNING WALLY'S
LEFT EYEBROW.



OW! OW!
THAT'S
NOT AN
EYEBROW!



GET OUT OF MY
WAY, WEAKLINGS!



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THIS CLOSED DOOR
CAN'T STOP ME! I'LL
CURSE IT OFF ITS
☆ % !! ☆ HINGES!



YOU
COULD
HAVE
KNOCKED.

I'M A
BARGER, NOT
A KNOCKER.



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ANN, I MADE A BET
WITH TED THAT YOU
COULD IGNITE THIS
MATCH BY SWEARING
AT IT.



HOW DARE YOU
BET AGAINST ME,
TED, YOU #%&!!*!



DANG! HOW
ABOUT DOUBLE
OR NOTHING?

I WANT MY
DOLLAR.



DILBERT, I'D LIKE
YOU TO MEET THE
HUMORLESS BLOB
I HIRED.



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BLOB IS OUR NEW
CREATIVE DIRECTOR.
HIS JOB IS TO
FOSTER INNOVATION.



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I HAVE
SOME
IDEAS.

WHOA,
LOOSE
CANNON.



THE PRESENTATION

THIS CARTOON
SAYS IT ALL!
HEE HEE!



UH-OH. I JUST
REALIZED YOU'RE
ALL HUMORLESS
BLOBS.



JOIN US,
DILBERT.
BE A
BLOB.



YES...
HUMOR IS
UNCALLED
FOR.





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BY

SCOTT ADAMS



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CATBERT: H.R. DIRECTOR

I WORK HARD, BUT
ALL I GET ARE TINY
RAISES.



IF WE GAVE YOU
EVERYTHING YOU
WANTED, THEN
YOU WOULD HAVE
NOTHING TO MOTIVATE
YOU.



I DON'T
WANT TO BE
MOTIVATED.



THAT'S
WHY I
ENJOY
DOING
IT!



I'LL NEED A PROJECT
PLAN TO JUSTIFY
THE RESOURCES WE
NEED TO CHANGE OUR
SOFTWARE.

I CAN MAKE THOSE
SOFTWARE CHANGES
IN TEN SECONDS.

DONE.

GOOD WORK.

NOW ALL WE
NEED IS THAT
PLAN.

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I DON'T UNDERSTAND
YOUR TECHNICAL
RECOMMENDATION,
ALICE.



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I WILL RELY ON MY
KEEN INSIGHTS
ABOUT YOU AS AN
ENGINEER.



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THAT TOO WOULD
REQUIRE KNOWLEDGE
ON YOUR PART.



I AM YOUR KING!
BOW BEFORE ME,
PEASANT!



THIS WAS A TEST
OF THE EMERGENCY
MONARCH SYSTEM.



IF THIS WERE A
REAL MONARCHY,
YOU WOULD
ALREADY BE
WRETCHED.



YOU NEED TO SIGN
THE NON-EMPLOYEE
CERTIFICATION FORM
BEFORE I PROCESS
YOUR RAISE.



BUT THIS WOULD BE
A LIE. I'M NOT A
NON-EMPLOYEE.

I'M ONLY THE
MESSENGER.



WHERE DID IT
COME FROM?

THE FILE
CABINET.



WHY SHOULD I FILL OUT
THIS FORM? IT WOULD
TAKE AN HOUR AND
IT DOESN'T EVEN
APPLY TO ME.



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I DON'T MAKE THE
RULES. I JUST
APPLY THEM WITH
A HELPLESS AND
DEFEATED ATTITUDE.



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YOU'RE DOING AN
EXCELLENT JOB.



SEVEN MORE
HOURS UNTIL
QUITTING TIME





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BY

SCOTT ADAMS





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OUR NEW LINE OF
BUSINESS IS TESTING
EXPERIMENTAL
MEDICAL PROCEDURES
ON EMPLOYEES.



TODAY'S TEST IS
CALLED THE UNICORN
ANTIDEPRESSANT
THERAPY.



ACCORDING TO THE
INSTRUCTIONS, IN
A FEW MINUTES, I'LL
SEE SOMETHING THAT
WILL MAKE ME LAUGH.



LATELY, I'VE BEEN
GROWING A UNICORN
HORN.



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IN SOME CULTURES,
THIS WOULD BE A
SIGN OF GREAT
VIRILITY.



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IT'S TIME TO ADMIT
THAT I DON'T KNOW
WHAT WOMEN WANT.



DON'T COMPLAIN TO ME. YOU SIGNED THE FORM GIVING US PERMISSION TO ALTER YOUR DNA.



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NO ONE READS LEGAL DOCUMENTS BEFORE SIGNING THEM. IT MAKES YOU LOOK STUPID.



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YOU HAVE A POINT.



THAT IS SO NOT FUNNY.



AT LEAST I CAN COUNT
ON MY MOM TO LOVE
ME, DESPITE MY HORN.



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YES, OF COURSE,
ALBEIT NOT AS
MUCH AS BEFORE.



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HOW
MUCH
LESS?

DON'T WORRY.
MY LOVE OF
UNICORNS
PRACTICALLY
COVERS THE
GAP.



LOOKS LIKE SOMEONE
HAS A BAD CASE OF
UNICORNITIS.



I'VE GOT A PRE-HORN
SAMPLE OF YOUR DNA
IN THE TRUCK. I
COULD FIX YOU UP
WITH MY CELL
NORMALIZER.



WHY DO
YOU HAVE
MY DNA
IN YOUR
TRUCK?



IT'S FOR
EXACTLY
THIS SORT OF
SITUATION.





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BY

SCOTT ADAMS



OUR GOAL THIS YEAR IS ZERO DISABLING INJURIES.

INJURIES
0

E-mail: SCOTT@ADAMS9.AOL.COM

LAST YEAR OUR GOAL WAS TWENTY-SEX DISABLING INJURIES.

IN RETROSPECT, THAT WAS A MISTAKE.

26

WE HAD TO INJURE NINE EMPLOYEES TO MEET THE GOAL.

IF YOU HAVE AN INJURY, FILL OUT THESE FORMS IMMEDIATELY.

THESE ARE RESIGNATION FORMS.

IF YOU COVER THE WORD "RESIGNATION" WITH YOUR THUMB, IT'S AN INJURY REPORT.

THIS PLACE MAKES ME SICK.

WE'LL MISS YOU.

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I'D LOVE MY JOB
IF NOT FOR MY
SLOW-WITTED
CO-WORKERS.



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AM
NOT.

YOU'RE
DRINKING
MY SODA
AGAIN!



I'M FEELING MUCH
HEALTHIER SINCE I
STRAPPED ALL OF
THESE MAGNETS TO MY
BODY.



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THAT'S FASCINATING.
YOU SHOULD SHOW
THEM TO WALLY. IT
WOULD HAVE A BIG
IMPACT ON HIM.



OKAY.



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YOU
ERASED
MY #%!!*
HARD
DRIVE!!



I'M GOING TO TEACH
MORONS HOW TO GET
HIGH-LEVEL JOBS.

WHY?

I'M ADDICTED
TO WAGGING.

CARRY ON.

NOW TURN YOUR
EAR CLOCKWISE TO
GET YOUR TONGUE
BACK IN.

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JOB COUNSELING

WE'LL NEED TO DISGUISE
THE FACT THAT YOU'RE
A MORON.



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IRONICALLY, THE
BEST WAY IS TO
BECOME AN EXPERT
IN SOMETHING
CALLED "KNOWLEDGE
MANAGEMENT."



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WE MUST DEVELOP
KNOWLEDGE OPTIMI-
ZATION INITIATIVES
TO LEVERAGE OUR KEY
LEARNINGS.



SMART.

THEN WE NEED TO PV
THE DCF AND GET THE
ROI TO THE EOC
ASAP.



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ARE YOU OUR NEW
CFO OR A BABBLING
IDIOT WHO JUST
HAPPENED TO
WANDER BY?



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WHICH
ONE PAYS
MORE?



THE
MYSTERY
DEEPENS.



CHIEF FINANCIAL OFFICER

I NEED ONE-SENTENCE
DESCRIPTIONS OF EACH
OF YOUR PROJECTS.



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YOU'RE PLANNING TO
MAKE CRITICAL
BUDGET DECISIONS
BASED ON THAT?

YES.



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WOW. FIVE PAGES
WITHOUT USING A
PERIOD.

THANK GOD FOR
SEMI-COLONS.





DILBERT



BY
SCOTT ADAMS

WELCOME TO THE
MANDATORY
WINDOWS NT™
CLASS.

PERSONALLY, I'VE
ONLY BEEN USING
A COMPUTER FOR...
HOW LONG?
ANYONE?

BUT A GOOD TRAINER
CAN TEACH ANY
SUBJECT.

OKAY, EVERYONE
STAND UP AND
STRETCH!

OR SIT THERE AND
GLARE AT ME.

THAT'S
GOOD
TOO.

I FORGOT TO RESERVE
THE ROOM WITH THE
COMPUTERS, SO I'LL
USE THIS BOX.

... AND LET'S SAY
THIS ERASER IS
THE MOOSE.

I LEFT WHEN HE
TOLD US TO USE
OUR TEETH AS A
KEYBOARD.

GOH-YAH

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ALICE, YOU'RE THE FIRST
RECIPIENT OF THE
MOTIVATIONAL "STONE
OF QUALITY."



IT COST A THOUSAND
DOLLARS TO HAVE
IT ENGRAVED. IT'S
MY WAY OF SAYING
"THANKS."



THERE'S NO
WEAPON, BUT I
FOUND THIS COOL
MOTIVATIONAL
ROCK.





MICROSOFT HEADQUARTERS

WE MISSPELLED A
WORD IN OUR SPELL-
CHECKING SOFTWARE.

YOU KNOW
WHAT TO
DO.

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ecomm@msft.com

UM... USE OUR
MARKET POWER TO
MAKE THE NEW
WORD AN INDUSTRY
STANDARD?

AND...?

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KILL MYSELF AS
AN EXAMPLE
TO OTHERS?

IN OUR
BOOTH AT
"COMDEX."

WHAT THE...?
I'VE BEEN
SABOTAGED!



NO, I AM NOT PART
OF A GLOBAL CONSPIR-
ACY TO PLANT A
MISSPELLED WORD IN
YOUR "SPELL
CHECKER."



GASP!
THEY GOT TO
WEBSTER TOO!!!



IF YOU WANT TO
GET PROMOTED,
YOU NEED LOTS
OF "FACE TIME"
WITH YOUR
V.P.



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I RECOMMEND
SENDING PHOTOS
OF YOURSELF
EVERY WEEK.



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MORE PHOTOS... HE
MUST BE A RELATIVE.

I'LL START THE
PROMOTION
PAPER-
WORK.



THIS REPORT SHOWS
HOW MUCH YOUR RAISE
WOULD BE IF RAISES
HADN'T BEEN
CANCELED.



WOW! MY
IMAGINARY
LIFE IS DOING
GREAT!



NOW BACK TO
PRETENDING
TO WORK.





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FROM NOW ON, ASOK,
YOU'LL REPORT TO
ALICE INSTEAD OF
ME.



YOU CAN NEVER
DIRECTLY SPEAK TO
ME AGAIN. EVERY-
THING MUST GO
THROUGH ALICE.



TELL HIM
I UNDER-
STAND.

SUBMIT
YOUR
REQUEST
BY
E-MAIL.



ALICE, YOU NEVER
RESPONDED TO MY
E-MAIL.

MAYBE I COULD ASK
MY QUESTION NOW,
IN PERSON?

SEND ME A
VOICE MAIL.

WILL YOU
RESPOND
TO VOICE
MAIL?

SOMETIMES
THE PHONE
COMPANY
LOSES THEM.

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ecomm@dilbert.com

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NO ONE RETURNS
MY PHONE CALLS ...
NO ONE READS
THE E-MAIL I
SEND.



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I FIND MYSELF
HANGING AROUND
WITH OTHER
PATHETIC, DEFEATED
LOSERS.



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NO
OFFENSE.

NONE
TAKEN.



I CREATED A COMPLEX
FINANCIAL MODEL
FOR OUR COMPANY.

LET'S
SEE.

IT'S DANGEROUS IF YOU
DON'T UNDERSTAND IT.

THAT'S WHAT
THEY TOLD
LINDBERGH...

BUT THAT DIDN'T
STOP HIM FROM
INVENTING THE
LIGHTBULB.

I DID SOME
FINANCIAL
MODELING ON
MY OWN.



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BUT YOU DON'T
KNOW ANY OF THE
ASSUMPTIONS THAT
WENT INTO THE
ORIGINAL SPREAD-
SHEET.



THAT DIDN'T
STOP ME FROM
DEVELOPING
A STRATEGY.



OUR PAY
IS BASED
ON THE
TAX RATE
NOW.



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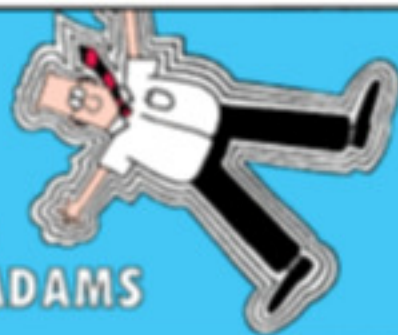


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DILBERT®



BY
SCOTT ADAMS

SO ... JUSTIN, TELL
ME WHY YOU WANT
TO WORK HERE.

I WANT TO FIND
A CURE FOR
ASTHMA!

WE DON'T DO
MEDICAL RESEARCH
HERE.

OH

THEN I WANT TO
BUILD THE BIGGEST
HYDROELECTRIC DAM
IN THE WORLD!

WE DON'T
DO THAT
EITHER.

WHAT
DO YOU
DO ?

WE SIT IN
FABRIC-COVERED
BOXES.

SHRIVEL
CRINKLE
ACK!

THAT WAS THE
SOUND OF YOUR
IDEALISM DYING.

SHOW ME
TO MY
BOX.

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I DISCOVERED I'M
MUCH CUTER WHEN
I PUT MY EARS UP.

IT SEEMS IMPOSSIBLE
THAT I COULD BE
ANY
CUTER
THAN
I WAS.

MAYBE YOU
AREN'T.

I COULD KILL YOU
AND NO JURY
WOULD
BELIEVE
I DID IT.

OKAY, THAT
WAS CUTE.

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I WONDER IF MY
EAR-RELATED
CUTENESS WILL LET
ME GET AWAY WITH
CRIMES.

A black and white comic panel showing Dilbert standing next to a car. He is looking at the car with a speech bubble above him. The car is a simple line drawing with two wheels and a door.

YOU PASSED AN
AMBULANCE ... ON
THE RIGHT.

A black and white comic panel showing a police officer with a mustache and a star on his cap talking to Dilbert. Dilbert is standing next to a car. The police officer is holding a clipboard and looking at Dilbert. A speech bubble from the officer is above him.

AND YOUR LICENSE IS
A BLANK PIECE OF
CARDBOARD. I HAVE
TO GIVE YOU A VERBAL
WARNING.

A black and white comic panel showing the same police officer talking to Dilbert. Dilbert is holding a piece of cardboard. The police officer is holding a clipboard and looking at Dilbert. A speech bubble from the officer is above him.

I'LL CRY IF
YOU DO.

A black and white comic panel showing Dilbert talking to the police officer. Dilbert is holding a piece of cardboard and looking at the officer. A speech bubble from Dilbert is above him.

HEY, ALICE, I BROUGHT
MY RADIO TO WORK.
YOU CAN HEAR IT FROM
YOUR CUBICLE TOO.



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IS THERE ANYTHING
IN PARTICULAR
THAT YOU
WANT TO
HEAR?



YES, THERE
IS.



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BAM
BAM
BAM
HEY!





WE HATE
YOUR PLAN!!!



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GOOD, BECAUSE THE
REAL PLAN IS THE
OPPOSITE OF WHAT
I JUST SHOWED
YOU.



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WHO WANTS
A NICE
WORM?





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BY

SCOTT ADAMS

WE HAVE A PROBLEM.

I ORDERED THESE DIRECTION SIGNS FOR OUR CONFERENCE TOMORROW.

BUT THEY ALL POINT TO THE RIGHT. I NEED LEFT ARROWS.

IS IT TOO LATE TO CHANGE THE SITE OF THE CONFERENCE TO MATCH THE ARROWS?

WELL, THAT WOULD PUT US IN THE MIDDLE OF THE LAKE.

I SUPPOSE WE COULD USE HELICOPTERS TO BUILD A DEEP-WATER PLATFORM HOTEL ...

BY TOMORROW.

OKAY, BUT GET TWO BIDS ...

WHAT?

SPOOKY.

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I'M CHATTING WITH
A SUPERMODEL WHO
HAS TROUBLE FINDING
DATES.



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SHE SAYS MEN ARE
INTIMIDATED BY
HER BEAUTY AND
HER COMPUTER SKILLS.

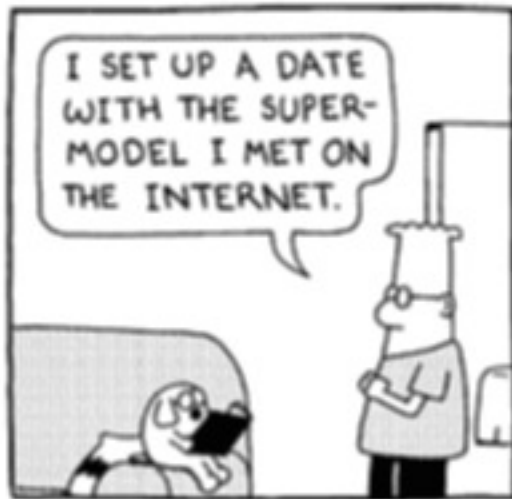


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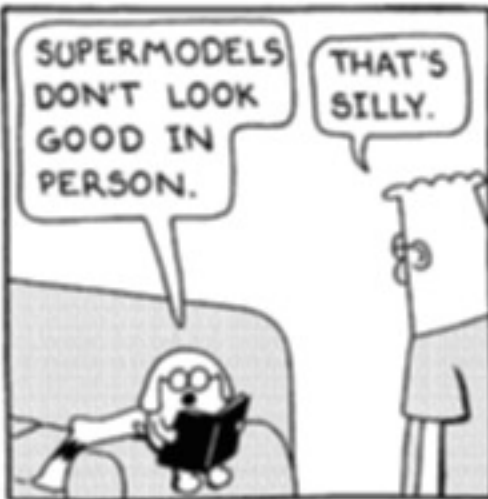
DANG! THE SYSTEM
ADMINISTRATOR IS
MAKING A MOVE
ON HER.

TYPE
FASTER!





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DATING A SUPERMODEL

I HEAR THE CAMERA
ADDS...UM... EIGHTY
POUNDS?



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YES. AND IF
YOU USE BLACK
AND WHITE FILM,
THE CAMERA ADDS
MAKEUP TOO.



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DOES THE
CAMERA
ADD
HAIR?

WHY
WOULD
IT NEED
TO?



I'LL HAVE THE JUMBO
SPAGHETTI MEAL WITH
A LOAF OF GARLIC
BREAD.



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I'LL ABSORB MOISTURE
FROM THE AIR AND
SNIFF THE MINTS ON
THE WAY OUT.



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IS IT
FUN TO
BE A
SUPER-
MODEL?

IT WAS
UNTIL
NOW.



I REALIZE WE'RE
FROM DIFFERENT
WORLDS, BONITA.



YOU'RE A FAMOUS
SUPERMODEL AND
I'M JUST A SEXY
ENGINEER...



BUT WHEN I GAZE
INTO YOUR... UM...
EYE SOCKETS...



GOOD
NIGHT.

WE MUST MAINTAIN
A SENSE OF URGENCY.
SPEED IS THE KEY. WE
MUST BE FASTER THAN
THE COMPETITION.



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DOES THAT MEAN
YOU'LL SIGN THE
STUFF THAT'S BEEN
ON YOUR DESK FOR
A MONTH?



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LOGICAL QUESTIONS
DON'T MIX WITH
MOTIVATIONAL
MESSAGES.





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BY

SCOTT ADAMS



EVERY WORK GROUP
HAS ONE SADISTIC
NUT WHO MAKES
THE JOB UNBEARABLE
FOR EVERYONE ELSE.



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THAT'S WHY I
HIRED DENNIS.



HE ALREADY SEEMS
INDISPENSABLE.

YOU'LL ALL
DIE IN YOUR
OWN VOMIT!



THE SADISTIC NUT

ARE THERE
ANY
QUESTIONS?



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WHY DOES YOUR
BODY LOTION
SMELL LIKE THE
ROTTING FLESH OF
A THOUSAND DEAD
CAMELS?



I ASSUME HE HAS
VALUABLE SKILLS.

NO, YOU'RE
THINKING
OF A PRIMA
DONNA.



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THE SADISTIC NUT

HEY, IT'S
A LITTLE
INTERN!

PLEASE
SPARE ME,
MISTER
NUT.



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I'M NOT CRUEL.
I'M HONEST!

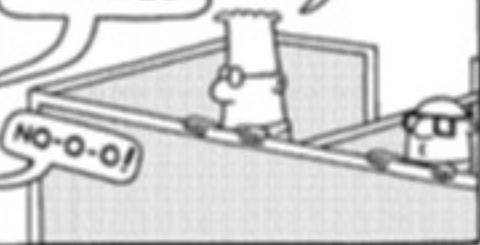


NO-O-O-O

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LET ME
TELL YOU
WHY YOU'LL
NEVER BE
MARRIED.

YOU HAVE
TO ADMIT,
IT'S FUN
TO WATCH.



CATBERT: H.R. DIRECTOR

WALLY, I'M SENDING
YOU HOME. SHORTS
ARE NOT ACCEPTABLE
DRESS.



THESE ARE NOT
SHORTS!!



TOMORROW I'LL
ACCUSE HIM OF
BEING A SKINHEAD.



FOR THE TENTH YEAR
IN A ROW, THE
EMPLOYEE SATISFACTION
SURVEY SAYS MORALE
IS LOW.



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MANAGERS' BONUSES
ARE LINKED TO
THESE RESULTS. YOU
CAN BE SURE WE'LL
MAKE BIG CHANGES...



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... TO
THE
SURVEY.



THE COMPANY WILL
NO LONGER PAY FOR
NEWSPAPER
SUBSCRIPTIONS.



I PAY FOR THIS
MYSELF. THE NEWS
IS HIGHLY RELEVANT
TO MY JOB.



IS THERE ANYTHING
I CAN DO TO MAKE
IT LESS ENJOYABLE?

JUST KEEP
JABBERING.





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CATBERT: H.R. DIRECTOR

YOUR CO-WORKERS
SAY YOU'RE A SADISTIC
NUT.



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GIMME FIVE,
YOU BIG NUT!
AND KEEP UP THE
GOOD WORK!



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HEY, I'M
HAVING A
PARTY ON
SATURDAY.
CAN YOU
MAKE IT?



SURE! I'LL
BRING MY
SPINACH
DIP.



DON'T USE THE
SHREDDER TODAY.



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I RIGGED IT TO KILL
OUR NEW SADISTIC
NUT CO-WORKER.

WHOA!
WHOA!



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DOESN'T
THAT
VOID THE
WARRANTY?

I'LL SWITCH
SHREDDERS
WITH
MARKETING
TOMORROW.



FROM NOW ON, WE
WILL CELEBRATE OUR
SERVICE REPS WHO
GIVE EXCEPTIONAL
CUSTOMER SERVICE.



QUESTION: WHY
WOULD WE CELEBRATE
EMPLOYEES WHO DO
EXTRA WORK
WITHOUT GETTING
EXTRA PAY?



IT WILL
MAKE
THEM
HAPPY.

CAN WE
CELEBRATE
THE SMART
EMPLOYEES
SOME DAY?



WE MUST BE LIKE
EAGLES, NOT
DUCKS.



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FOR THE
EGGS?



I DIDN'T
DO THE
PRE-READING.



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ALICE, I NEED YOU TO
ATTEND A MEETING
WITH ME TO HANDLE
THE TECHNICAL
QUESTIONS.



IF THEY ASK ME A
QUESTION, I'LL
MOVE MY LIPS
WHILE YOU DO
VENTRILOQUISM.



... AND THAT'S WHY
I SUGGEST PUTTING
YOUR IP ROUTER IN
A SUPPOSITORY
CONFIGURATION.



ALICE, YOUR
PERFORMANCE
EXCEEDED ALL
EXPECTATIONS
THIS YEAR.



BUT I'M NOT GIVING
YOU THE TOP RATING
BECAUSE I WANT
YOU TO HAVE SOME-
THING TO SHOOT FOR.



IT'S ALWAYS
GOOD TO
HAVE SOME-
THING TO
SHOOT FOR.



STAY HERE
WHILE I
GET MY
HARPOON.





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IN THIS WEEK'S
"WALLY REPORT,"
I'VE DECIDED TO
LET MY HAIR GROW
LONG IN THE
BACK.



EVENTUALLY, I'LL
PUT IT IN A
PONYTAIL TO SHOW
I HAVE AN ARTISTIC
SIDE.



WHAT'S
YOUR
ARTISTIC
SIDE?

I COLLECT
COFFEE
MUGS.



WATCH THIS, ASOK.
I START OUT LOOKING
LIKE A MIDDLE-AGED
GUY WITH BAD
HAIR ...



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BUT SIMPLY BY
PUTTING MY HAIR
IN A PONYTAIL, I
TRANSFORM INTO...



THE
COOLEST
GUY IN
THE
OFFICE.



CURSE YOU
FOR
RAISING
THE BAR
FOR US ALL!



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WALLY, WE'RE VENTURE CAPITALISTS. WE WANT TO INVEST IN YOUR WEB-BASED BUSINESS.



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I DON'T OWN A WEB-BASED BUSINESS. I'M JUST AN ENGINEER WITH A COOL PONYTAIL.



THAT'S GOOD ENOUGH FOR US.

WE LIKE TO GET IN EARLY.



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VENTURE CAPITALISTS
GAVE ME MONEY TO
START A WEB-BASED
BUSINESS.



DO THEY KNOW
YOU'RE LAZY AND
DISHONEST?

IT DIDN'T
COME UP.



WHAT'LL YOU CREATE...
BESIDES ACCOUNTING
IRREGULARITIES?

THAT'S ALL
I HAVE THE
ENERGY
FOR.



VENTURE CAPITALISTS

DESPITE YOUR COOL
PONYTAIL, YOU SEEM
TO HAVE SQUANDERED
OUR INVESTMENT.



YOU'LL GET NO MORE
FUNDING UNLESS
YOU MUTTER EMPTY
INTERNET WORDS
THAT MAKE
US SWOON!



E-COMMERCE.

GURGLE



HOW'S YOUR
INTERNET START-UP
COMPANY COMING?

GOOD.

MY PLAN IS TO BE
THE DOMINANT
INTERNET SOURCE
FOR TUNA
SANDWICHES.

SO, IF I BUY ONE,
YOU SHIP IT OVER-
NIGHT?

NO, YOU HAVE
TO COME PICK
IT UP.

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I USED COMPANY
RESOURCES TO BUILD
MY OWN INTERNET
COMPANY.



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APPARENTLY MY LOW
JOB SATISFACTION
BRED DISLOYALTY,
WHICH DRIFTED INTO
OUTRIGHT
THEFT.



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SABOTAGE CAN'T
BE FAR AWAY.



WALLY, TELL OUR VIEWERS HOW YOUR INTERNET START-UP GOT SO HOT.



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BEATS ME. I WAS WONDERING HOW YOU GOT SO HOT. I'M BURNING UP OVER HERE!



IT SAYS HERE YOU WERE AN ENGINEER.



IS MY PONYTAIL DOING ANYTHING FOR YOU?



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I SOLD MY INTERNET
BUSINESS AND
MARRIED ROXIE.



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DON'T WORRY ABOUT
MY MONEY. ROXIE
INSISTED THAT WE
SIGN PRENUPTIAL
AGREEMENTS.



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NOW
FOR
OUR
HONEY-
MOON.

WHOA! THAT'S
NOT IN OUR
AGREEMENT.

HE DIDN'T
READ IT.



I LOST MY FORTUNE
AND MY TROPHY WIFE
TODAY. BUT I LEARNED
A VALUABLE LESSON.



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MUNCH
MUNCH
MUNCH



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I HOPE I
WROTE IT
DOWN
SOMEWHERE.



OUR PROFITS WERE
GOOD UNTIL A
MANAGER ...



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... USED HIS CREDIT
CARD TO MAKE A
900 CALL FROM AN
AIRPLANE PHONE.



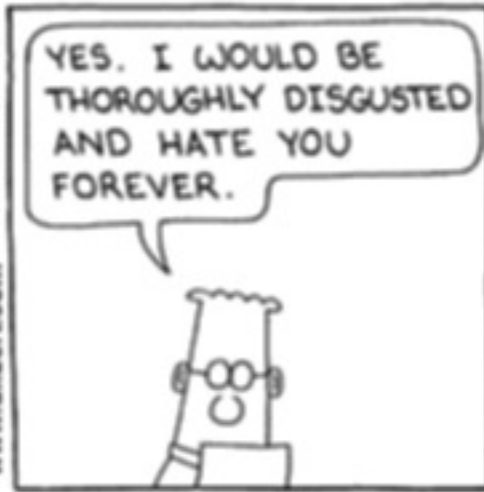
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HEY, I'M ALLOWED
TO CALL MY WIFE
WHEN I'M
TRAVELING!





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... AND ONE BOX OF
THOSE BIG BINDER
CLIPS...



RING
RING

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TIMMY, UNTIE
THE NEIGHBORS
AND DO YOUR
HOMEWORK



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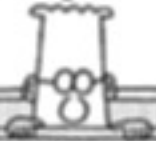
MAYBE
I'LL COME
BACK
LATER.



DO NOT
LIGHT
THAT
GASOLINE!



AS USUAL, CAROL IS
ON THE PHONE
YELLING AT HER
KIDS.



I WAIT, LIKE A
CHEETAH, FOR A
CHANCE TO ASK
HER FOR THE KEY
TO THE SUPPLY
CABINET.



ARE
YOU
WAITING
LIKE A
CHEETAH?



I'M MORE
OF A
PANDA.



BOB, HAVE YOU EVER
NOTICED THAT THE
PEOPLE WITH THE MOST
EXPERIENCE ARE THE
ONES WHO DIE?

NO.

MY PLAN IS TO SPEND
THE REST OF MY LIFE
IN AN OLD COFFEE
CAN, EXPERIENCING
NOTHING. HENCE,
IMMORTALITY.

HOW WAS YOUR
FIRST WEEK OF
IMMORTALITY?

SO FAR, IT'S
OVERRATED.

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I STAYED AWAKE FOR
TWO DAYS STRAIGHT
TO FINISH THIS
R.F.Q. BY THE
DEADLINE.

BUT IT WILL ALL BE
FOR NOTHING IF
YOU DON'T SEND IT
OUT TODAY.

I'LL PUT IT IN THE
MIDDLE OF THIS
STACK SO I WON'T
FORGET IT.

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I'M TAKING YOUR
URGENT DOCUMENT TO
THE OVERNIGHT DROP
BOX, WITH NINE
MINUTES TO
SPARE.



THE BOX IS ONLY
EIGHT MINUTES
AWAY. I'LL STOP FOR
COFFEE FIRST.



DON'T WORRY. IF
THE TRUCK IS PULLING
AWAY FROM THE BOX,
I'LL WEDGE THIS IN THE
BACK BUMPER.



ALICE, WE LOST OUR
BIGGEST CUSTOMER
BECAUSE YOU MISSED
THE R.F.Q. DEADLINE.



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THAT'S BECAUSE YOU
SAID ALL OVERNIGHT
MAIL MUST GO THROUGH
YOUR EVIL AND LAZY
SECRETARY.



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SO YOU'RE PROBABLY
GOING TO APOLOGIZE
AND GIVE ME A BONUS
FOR MY EFFORT.

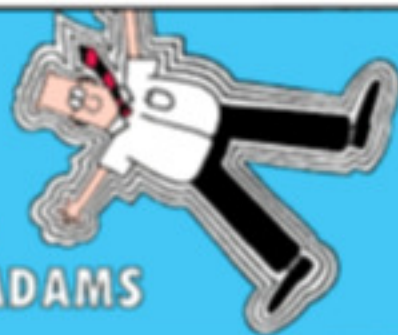


WHAT'S YOUR
SECOND GUESS?





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CAROL, I'D LIKE TO
RESERVE THE
CONFERENCE ROOM.



HA HA HA HA!
I LAUGH AT YOUR
REQUEST WITHOUT
EVEN EXPLAINING
WHY.



SOMEDAY I WILL BE
SO POWERFUL THAT
SECRETARIES WILL
HAVE TO EXPLAIN
WHY THEY LAUGH AT ME.



WE DIDN'T INCLUDE
ENGINEERS IN THE
PRODUCT PLANNING
SESSIONS BECAUSE...
UM... BECAUSE...



BECAUSE WE WERE
ART HISTORY MAJORS
IN COLLEGE.

PA-R-R-RTY!



HOW SOON CAN YOU
BUILD THE CLOAK
OF INVISIBILITY?

LET THE MAN
THINK, CLOVER.



BOB, FROM NOW
ON, I WILL REFER
TO MYSELF IN
THE THIRD
PERSON.

DOGBERT DOES THIS
TO EMPHASIZE
HIS SPECIAL
BRAND OF
GREATNESS.

BOB THINKS THAT
IS A GOOD IDEA.

HEY!
YOU'RE
RUINING
IT!

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I NEED A JOB WHERE
MY IMMENSE EGO
SEEMS NORMAL.



I'VE DECIDED TO BE
A DOCTOR. I WILL
DETERMINE WHO
LIVES AND WHO
DIES!



WHAT? I CAN'T
DIE FROM AN ULCER!

MAYBE NOT,
BUT I ENJOY
THE CHALLENGE.



DOCTOR DOGBERT

I'M PUTTING YOU
ON AN EXTREME
HERBAL THERAPY.



COME TO MY HOUSE
ONCE A WEEK AND
EAT MY LAWN
DOWN TO ONE
INCH.



AFTER SIX MONTHS,
IF YOUR HAIR
DOESN'T GROW BACK,
I HAVE MORE HERBS
IN MY STORM
GUTTERS.



DOCTOR DOGBERT

I HURT MY
ELBOW, DOCTOR.

LET ME
SEE IT.



I RECOMMEND A
CAREER IN MARKETING.

AND IT'S NOT A
GOOD IDEA
TO VOTE.

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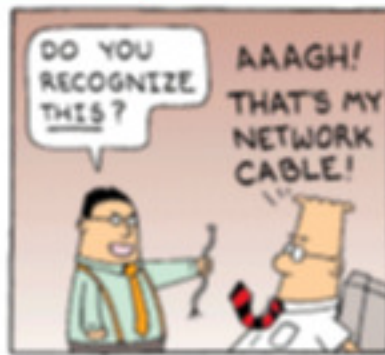
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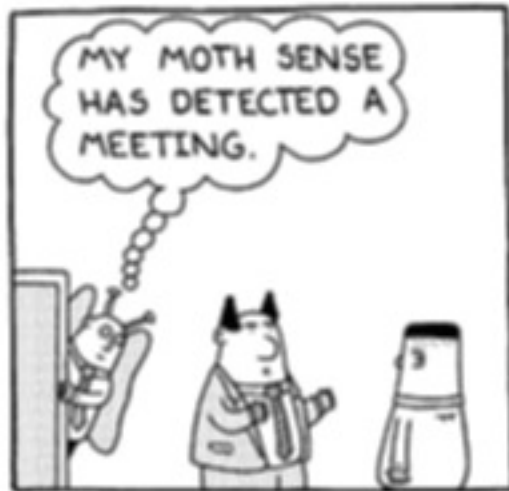


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DOGBERT'S TECH SUPPORT

FIRST, I NEED TO
ASK YOU MANY
QUESTIONS.



THEN I WILL
TRANSFER YOU TO
SOMEONE WHO WILL
ASK THE SAME
QUESTIONS AGAIN.



WE DO THIS TO REMOVE
ANY HOPE YOU MIGHT
HAVE HAD THAT WE
UNDERSTAND
TECHNOLOGY.



DOGBERT'S TECH SUPPORT

I'LL NEED YOUR SERIAL NUMBER, WHICH IS CONVENIENTLY LOCATED INSIDE THE UNIT.



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THE STICKER SAYS MY WARRANTY WILL BE VOID IF I OPEN THE CASE.



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WELL, CALL ME IF ANYTHING CHANGES.





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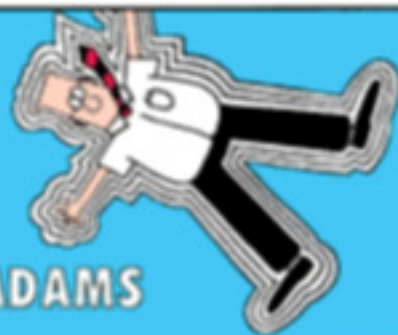


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DILBERT®



BY

SCOTT ADAMS

CATBERT: H.R. DIRECTOR

THE CEILING IN
MY WORK AREA
COLLAPSED.

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NO ONE
ELSE HAS
COMPLAINED.

A STEEL BEAM
HIT ME IN THE
HEAD!

HOW CAN I BE
SURE IT DIDN'T
HAPPEN IN
YOUR HOME?

THERE AREN'T
ANY STEEL BEAMS
IN MY HOUSE!!

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MAYBE YOU
REMOVED THEM
WITH YOUR
HEAD.

UH-OH ... LOSING
CONSCIOUSNESS.

IF YOU CAN HEAR
ME, DON'T WORRY!
I'LL WRITE YOUR
SUICIDE NOTE!!

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I'D LIKE TO SPEND
THE FIRST HOUR
DEFINING WHAT
"INFORMATION
TECHNOLOGY" MEANS.



OOH OOH! CAN I
HELP PASS OUT THE
MATERIALS?



IT'S NOT A GOOD
IDEA TO MIX
ENTHUSIASM WITH
STUPIDITY, ASOK.

OH. SORRY.



CATBERT: H.R. DIRECTOR

I VALUE THE INPUT
OF ALL EMPLOYEES...



... INCLUDING THE
MORONS. ALTHOUGH
IN THOSE CASES, I
COVER MY EARS AND
SING LOUDLY.



SO I
WAS
THINKING
MAYBE...



♪ HE'S A
PINBALL
WIZARD ♪



I DIDN'T KNOW
HOW TO DESIGN A
POWER SUPPLY, SO
I PUT A NAIL IN A
PIECE OF WOOD.



I'M ON VACATION
TOMORROW, SO I'LL
GIVE YOU MY FILES
IN CASE YOU NEED
TO MAKE CHANGES.



ONCE I HAD THE
IDEA, IT ALL
CAME TOGETHER
PRETTY QUICKLY.



ANYONE WHO TAKES
MORE THAN THIRTY
MINUTES FOR LUNCH
IS UNPROFESSIONAL.



THAT'S STILL TOO
LONG! I SAY YOU'RE
UNPROFESSIONAL
AFTER SIX
MINUTES!



THAT'S A
LITTLE TOO
PROFESSION-
AL, WALLY.

DEATH
TO THOSE
WHO
EAT!





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THIS ONE HAS
BEEN ON MY DESK
FOR A MONTH.
IT'S CRITICAL.



I'LL STICK IT BACK
IN THE PILE AND
SEE IF THAT HELPS.

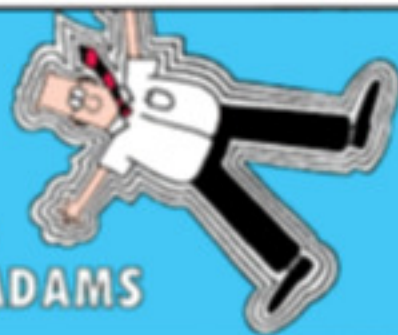


YES, I FEEL
BETTER ALREADY.





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BY

SCOTT ADAMS

IT'S TIME NOW FOR
THE WEEKLY WALLY
REPORT.

BY TUESDAY THE
POINTY-HAIRED TROLL
HAD DUMPED RECORD
LEVELS OF WORK ON
POOR WALLY.

WALLY'S HAPPINESS
WAS IN EXTREME
JEOPARDY.

IT WAS A
MORAL DILEMMA
TOO.

WOULD WALLY
DISAPPOINT THE
STOCKHOLDERS TO
SAVE HIS OWN SKIN?

OR WOULD HE FIGHT
WITH HIS LAST OUNCE
OF HAPPINESS TO
COMPLETE ALL THE
ASSIGNMENTS?

IN THE END
THERE WAS
ONLY ONE
CHOICE.

YOU WROTE THE
WALLY REPORT
INSTEAD OF
WORKING?

STOP
READING
AHEAD!

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DILBERT, MEET OUR
NEW SACRIFICIAL
LAMB.

I FILLED OUR HEAD-
COUNT VACANCY SO
WE HAVE SOMEONE TO
DUMP AFTER THE NEXT
BUDGET CUT.

SHOULD
WE SHAKE
HANDS?

I DON'T
WANT TO
GET
ATTACHED.

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ALLEN, I HAVE TO
CUT THE SALARY
BUDGET. I PROBABLY
SHOULDN'T HAVE HIRED
YOU YESTERDAY.



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LUCKILY, I HAVE
EXTRA MONEY IN
THE FURNITURE
BUDGET.



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AS GOD IS MY WITNESS,
SOMEDAY I WILL BE
A CREDENZA.



CATBERT: H.R. DIRECTOR

MY BOSS TREATS
ME LIKE
FURNITURE!



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I'D HELP YOU,
BUT IT MIGHT SET
A DANGEROUS
PRECEDENT.



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I NEED
A NEW
POSITION.

HAVE
YOU
TRIED
CROUCH-
ING?



OUR EXECUTIVES
HAVE STARTED THEIR
ANNUAL STRATEGIC
PLANNING SESSIONS.



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THIS INVOLVES SITTING
IN A ROOM WITH
INADEQUATE DATA
UNTIL AN ILLUSION
OF KNOWLEDGE IS
ATTAINED.



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THEN WE'LL REORGA-
NIZE, BECAUSE THAT'S
ALL WE
KNOW
HOW
TO DO!

HAVE YOU TRIED
IT WITH A
MAGAZINE?



... SO,
TINA, YOU
SHOULDN'T
HAVE...

I'M IN
TROUBLE.
MUST USE
SECRET
WEAPON.

WAAH!! WAAH!!
EVERYONE HATES
ME NO MATTER
WHAT I DO!!

THANKS, THAT LOWERED
THE GLASS CEILING
ABOUT A FOOT.

I PLAN TO
MARRY A RICH
GUY.

CATBERT: EVIL H.R. DIRECTOR

"...NEW POLICY ON
REIMBURSEMENT
FOR TRAVEL..."



"DO NOT TIP MORE
THAN TEN PERCENT
FOR MEALS..."



"IF THE MEAL COSTS
MORE THAN SIX
DOLLARS, BRING
BACK A FORK."



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BY

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ASOK, I CAN'T
GIVE RAISES TO
YOUNG EMPLOYEES.

BECAUSE AS SOON
AS YOU GET A
FEW DOLLARS IN
YOUR POCKET...

YOU BUY SMALL
MOTORCYCLES
AND DISAPPEAR
IN THE NIGHT.

I KNOW THAT'S A
GENERALIZATION.

SOME OF YOU
PREFER THE
CRACK COCAINE.

THE GOOD NEWS
IS THAT I'M
WILLING TO BE
YOUR MENTOR.

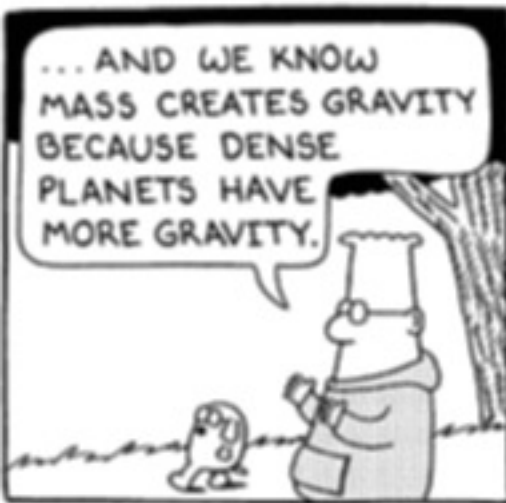
AAAGH!
I GOT DOUBLE
EIGHT HUNDREDS
ON MY SAT !!!
FOR
WHAT?!!

SOMETIMES WHEN
I'M IN A BAD MOOD
I TICKLE MY OWN
FEET.

E-mail: SCOTTADAMS@AOL.COM

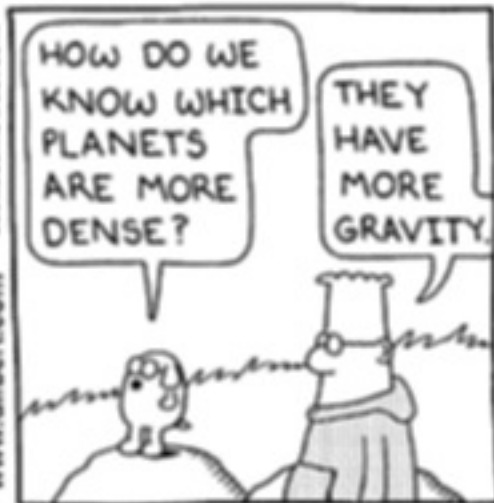
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PREPARE A PRESENTATION FOR OUR FOREIGN VISITORS.

ON WHAT TOPIC?

IT DOESN'T MATTER. I'M TOLD THEY'RE FROM AUSTRIA AND THEY ONLY UNDERSTAND THEIR OWN LANGUAGE.

OR WAS IT AUSTRALIA?

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I'D LIKE TO START
WITH A CARTOON.



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IT'S ABOUT A GUY
WHO SHOWS A
CARTOON BEFORE
GIVING A BORING
PRESENTATION.



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BUT IT DOESN'T
WORK BECAUSE
THE CARTOON HAS
NO PUNCHLINE.



THIS CONCLUDES MY
PRESENTATION.
ARE THERE ANY
QUESTIONS?



HOW DO I GET
THE BOREDOM
OUT OF MY HEAD?!!



THE FUNNY THING
IS THAT I'LL LIST
THIS ON MY ANNUAL
ACCOMPLISHMENTS.



AIR!
I NEED
AIR!!!

I BELIEVE GOD
CREATED THE EARTH
BECAUSE HE HATES
PEOPLE.



AND I BELIEVE
COFFEE TASTES
BETTER IF YOU
STIR IT WITH
YOUR FINGER.



IT SOUNDS LIKE A
LONELY RELIGION.

THEY ALL
START
THAT WAY.





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MWA FWA
FWA OOH
MAH FUH.



I CAN'T
UNDERSTAND
A WORD YOU
SAY.



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AND YOU'RE POORLY
DRESSED. YOU MUST
BE SOME SORT OF
TECHNOLOGY EXPERT.



OR A
RODEO
CLOWN.

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THERE'S A FIFTY
PERCENT CHANCE
I HIRED A DATA
NETWORK
ENGINEER.



I SMELL
HAY.





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MY ASTROLOGER TOLD
ME TO APPROVE YOUR
PROJECT PLAN
AS IS.



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WHAT?! THAT'S THE
CORRECT DECISION.
WHAT'S GOING ON
HERE?



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MY THEORY IS THAT
HIS IGNORANCE
CLOUDED HIS POOR
JUDGMENT.



MY ASTROLOGER
TELLS ME THAT
SOMEONE HERE
IS PLOTTING TO
RIP ME OFF.



HOW MUCH IS YOUR
ASTROLOGER
CHARGING YOU?



ARE
YOU
PLOTTING
TO RIP
ME OFF?

I PREFER
TO CALL IT
HOURLY
BILLING.



YESTERDAY YOU TOLD
ME TO DO THE EXACT
OPPOSITE OF WHAT
YOU TOLD ME TODAY.



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IT'S MY WAY OF
HOLDING YOU
ACCOUNTABLE.



I HAVE A VAGUE
FEELING THAT I AM
NOT BEING ALL THAT
I CAN BE.



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BY
SCOTT ADAMS

I'M FROM THE
DOGBERT
WRECKING
COMPANY.

I'M RUNNING A
SPECIAL ON
CRUSHING YOUR
BOSS'S NEW CAR
IN THE PARKING
LOT.

WHAT DOES
IT COST?

THE FIRST
ONE IS
FREE.

IF YOU'RE SATISFIED,
I HOPE YOU'LL
CONSIDER MY
MONTHLY PLAN.

IT'S THE RED
ONE. HE BRAGS
ABOUT IT
EVERY DAY.

AND WHEN YOU SPEND
THAT MUCH, THE DEALER
GIVES YOU A
FREE MODEL
OF YOUR CAR!

BEEP
BEEP
BEEP

AND NEXT MONTH
CAN YOU CRUSH
THE LITTLE ONE
ON HIS DESK TOO?

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I'M SORRY
YOU GOT
SHOT,
SCAPEGOAT.

I'M USED
TO IT.

THE WORST WAS THE
DAY I BLUNDERED
ACROSS THE NATIONAL
RIFLE ASSOCIATION'S
CHILI
COOK-OFF.

AT FIRST, EVERYONE
WANTED TO STAND
NEAR ME. THEN
THE ACCUSATIONS
STARTED...

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I'M TRANSFERRING
YOU TO THE SALES
DEPARTMENT,
SCAPEGOAT.



THEN WE CAN
MAKE USELESS
PRODUCTS AND
BLAME YOU FOR
OUR LOW SALES.



WOULDN'T IT BE
BETTER TO MAKE
GOOD PRODUCTS?

IN A PERFECT
WORLD.



AND THEN I SAID,
"HOW AM I SUPPOSED
TO DO ALL THAT?"
THEN I GLARED
AT HER.



DO YOU HAVE THAT
WOMAN'S PHONE
NUMBER? SHE
SOUNDS NICER THAN
YOU.



I DON'T SEE WHY
IT'S MY FAULT
SHE CAN'T TELL A
DECENT STORY.



WALLY, DID YOU
FINISH THE
ANALYSIS FOR
TOMORROW?

NO.

I'M WAITING UNTIL
THE LAST MINUTE SO
YOU WON'T HAVE
TIME TO ASK FOR
UNNECESSARY
CHANGES.

I'M A STEP AHEAD
OF HIM - THE
ANALYSIS ITSELF
IS UNNECESSARY.



I HAVE TO
DISAGREE
WITH YOU,
ALICE.

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HAVE YOU NOTICED
THAT EVERY TIME
WE DISAGREE, I'M
EVENTUALLY PROVED
CORRECT?



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EVERY
SINGLE
TIME!!



YES, BUT
I'M ALWAYS
RIGHT
INITIALLY.





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BY

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YOU'RE GETTING A
VISIT FROM
HAMMERHEAD BOB!



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I CAN'T TELL WHEN
I'M BORING. I
MIGHT BE BORING
NOW AND I DON'T
EVEN KNOW IT.



THERE'S NO WAY TO
END A CONVERSATION
WITH ME; I'LL FOLLOW
YOU TO THE BATHROOM.

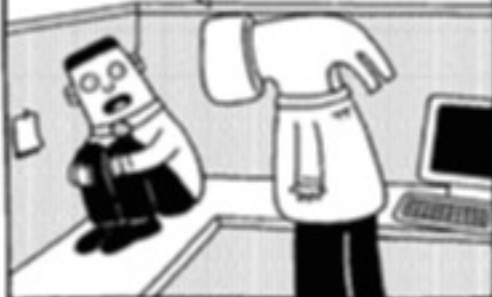


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YOU CAN'T ESCAPE
THE RELENTLESS
CONVERSATION OF
HAMMERHEAD BOB.



BUWHAHA! YOUR
BODY LANGUAGE CAN'T
STOP ME!



WHERE'S
YOUR
PERSONAL
SPACE
NOW?!

SOB!

EAR PLUGS,
ASOK! EAR
PLUGS!





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MY WIFE
HAD A
BABY!



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I HOPE
IT'S NOT
A MORON.



HAVE YOU
LOOKED
INTO
FOSTER
CARE?



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MAYBE WE SHOULDN'T
HAVE GONE WITH
OUR FIRST
INSTINCT.



WE MEANT
WELL.





I USE ART AS A
WAY OF FINDING
MYSELF.



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YOU'RE OVER
THERE, RATBERT,
IN FRONT OF A
BAD PAINTING!



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AND I DID IT
WITHOUT USING
ANY ART.





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I'M TRYING A LITTLE
EXPERIMENT
TONIGHT.

I'LL ATTRIBUTE
A STUPID OPINION
TO YOU...

THEN I'LL
AGGRESSIVELY MOCK
YOU WHILE YOU
SIT THERE SAYING
NOTHING.

SO, ACCORDING
TO YOU, THE
INTERNET IS A
PASSING
FAD.

YOU MORON! LOOK
AROUND YOU! THE
INTERNET IS
EVERYWHERE!

AND THERE'S
NOTHING YOU
CAN DO ABOUT
IT! NOTHING!!

HOW DID THAT
FEEL?

QUITE
SATISFYING.

I NEEDED A BACK-UP
PLAN IN CASE YOU
EVER GET
LARYNGITIS.

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...I'M GOING INFRARED
FROM THE KEYBOARD
TO MY "LINUX" BOX.

NICE,
MOM.

I JUST SENT A
FLAMING E-MAIL
TO BILL GATES,
SAYING, "LINUX
RULES!"

YOU
WHAT?

LAUNCH THE
COMPETITIONKEEPER
MISSILES.

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DOGBERT, MOM TOLD
BILL GATES SHE USES
THE "LINUX"
OPERATING SYSTEM!



I'M TRACKING FOUR
INCOMING MISSILES.
I'LL LAUNCH OUR
ANTI-MICROSOFT
WEAPONS TO
INTERCEPT.



I WONDERED WHY
A PRESS CONFERENCE
WAS BEING HELD
ON A HUGE
CATAPULT.



DOGBERT'S TECH SUPPORT

YOU'LL NEED TO DO
A HARD REBOOT.
LISTEN CAREFULLY.



RENT A VAN AND
FILL IT WITH STOLEN
DYNAMITE. PARK
IT NEAR THE POWER
COMPANY'S MAIN
RELAY STATION.



CAN
WE
TALK?



... NOW
AIM THE
BAZOOKA
AT THE
VAN.



WALLY, I'VE BEEN
CALLING YOU FOR
TWO HOURS! WHY
DON'T YOU ANSWER
YOUR PHONE?



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IS THAT
A TRICK
QUESTION?



WALLY,
UNLESS
YOU'RE
IN A
MEETING...



HOLD ON.
I'D BETTER
GET THIS.



RING
RING
RING

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YOU'RE SUGGESTING
A PROCESS THAT WILL
FAIL EVEN IF WE DO
EVERYTHING
RIGHT.

WHEN CAN
YOU START?

LISTEN CAREFULLY.
NO AMOUNT OF SKILL
OR EFFORT CAN MAKE
THIS PLAN
WORK.

NO PAIN,
NO GAIN.

YOU'RE NOT WORKING
WITH MANY TOOLS
HERE, ARE YOU?

WE NEED SOME
SORT OF CONFER-
ENCE CALL.

I NEVER TOLD MY
LAST BOYFRIEND
WHAT A DESPICABLE
CREEP HE WAS.



BUT YOU'LL PAY
FOR HIS CRIMES,
AND PAY DEARLY!!!



WHY DON'T YOU CALL
HIM AND TELL HIM
HOW YOU FEEL?

I HAVE A DATE
WITH HIM AT
TEN O'CLOCK
TONIGHT.





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BY

SCOTT ADAMS

DILBERT, THIS IS
PEGGY THE P.R.
DIRECTOR.

I WANT YOU TO
REVIEW HER PRESS
RELEASE FOR
TECHNICAL ACCURACY.

WHO WROTE THIS?
A TRAINED
SQUIRREL?

I DON'T KNOW
WHERE TO BEGIN.

I'LL CROSS OUT THE
RUN-ON SENTENCES
AND TRANSPARENT
LIES FIRST.

THEN THE FAILED
ATTEMPTS AT CUTE-
NESS ... THE SPELLING
ERRORS ... GRAMMAR.

THERE YOU GO.
REMEMBER,
CRITICISM MAKES
YOU STRONGER.

IT WAS A MISTAKE
TO MAKE HER
STRONGER.

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OUR ANNUAL ISO
9000 AUDIT IS
NEXT WEEK.



WE CAN PASS THE
AUDIT IF WE PUT
ALL OF OUR NON-
CONFORMING
DOCUMENTS IN THE
TRUNKS OF OUR
CARS.



DOESN'T THAT DEFEAT
THE PURPOSE OF A
VOLUNTARY AUDIT?

AND THEN
TORCH THE
CARS.



ASOK, I'VE CHOSEN
YOU TO PUT OUR
BUDGET FORECAST
TOGETHER.



IT'S A HARD JOB,
BUT YOU'LL GET THE
SATISFACTION OF
MAKING EVERYONE
HATE YOUR TINY
GUTS.



MY GUTS ARE
NOT TINY.



THE BUDGET CYCLE

AND I'LL NEED A
HELICOPTER,
DOUBLE ROTOR.



IF YOU HAVE ANY
RESPECT FOR ME OR
THE BUDGET PROCESS,
YOU WILL NOT ASK
FOR SUCH OBVIOUS
BUDGET PADDING.



AND I'LL NEED
THAT CHOPPER
FILLED WITH
ALBINO TIGER
CUBS.



DO YOU HAVE THE
BUDGET CALCULATED
YET, ASOK?

I NEED TO
DOUBLE-CHECK
THE NUMBERS.



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GIVE ME A COPY
NOW. I'LL MENTALLY
ADJUST FOR THE
POSSIBILITY THE
NUMBERS ARE WRONG.



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AM I
MAKING
A HUGE
MISTAKE?

THIS SIX IS
PROBABLY
AN UPSIDE-
DOWN
NINE.



IT'S A FUNNY THING
ABOUT BUDGETS...

NO MATTER HOW
HARD YOU TRY,
THERE'S ALWAYS A
SPREADSHEET ERROR
THAT MAKES IT ALL
AN EXERCISE
IN FUTILITY.

DO YOU
MIND IF
I HUM?

I DOWNSIZED THE
"EASE OF USE" LAB
BECAUSE THERE'S
NO BUDGET FOR A
STAFF.



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THEY HAVE A
BUDGET. I PUT IT
ON THE BACK OF
THESE TWO-SIDED
PHOTOCOPIES!



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WELL, THEY
LIVED BY THE
SWORD, AND THEY
DIED BY THE
SWORD.





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THERE'S TED. HE NEVER SENT ME THE INFORMATION HE PROMISED.

WHY HAVE YOU IGNORED MY REQUEST, TED?

I WAS KILLED BY A SQUADRON OF GIANT MILITARY SQUIRRELS.

HE DOESN'T RESPECT YOU ENOUGH TO TELL A PLAUSIBLE LIE.

I DEMAND A PLAUSIBLE LIE!

OKAY, MAYBE I WASN'T KILLED BY GIANT MILITARY SQUIRRELS.

BUT I WAS IMPRISONED IN THEIR SECRET LAIR AT THE CENTER OF THE EARTH.

YOU CAN'T PROVE THAT ONE EITHER WAY.

HE DID SAY IT WAS A "SECRET" LAIR.

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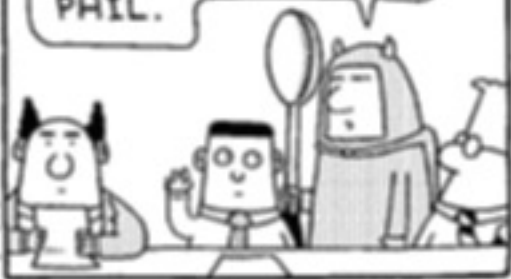
INTRODUCING THE
NEW BONUS PLAN.



YES!!! I'M ALREADY
WORKING AT PEAK
PERFORMANCE, SO
THAT BONUS IS AS
GOOD AS MINE!



ASOK, MR. REALITY
WANTED TO VISIT
YOU, BUT HIS CAR
WON'T START. I'M
PHIL.



ASOK, COME TO MY
SECRET LAIR AND
I WILL TEACH YOU
ABOUT REALITY.



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YOUR SECRET LAIR
IS A DUMPSTER?

GET
IN.



IT'S LIKE MY CUBICLE,
BUT WITH MUCH
BETTER
LUMBAR
SUPPORT!

FRENCH
FRY?



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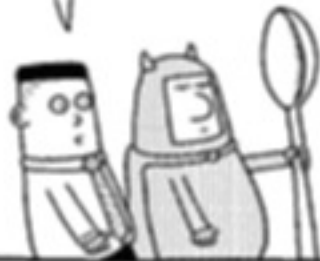
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PHIL, YOU HAVE
TAUGHT ME SO MUCH
ABOUT LIFE. HOW
CAN I REPAY YOU?



YOU CAN WAX
MY HUGE SPOON.



WHY DO
YOU
HAVE A
HUGE
SPOON?

I'M JUST
LUCKY, I
GUESS.



HELLO. MAY I
SPEAK TO THE
MORON WHO
DESIGNED MY
COMPUTER?

MY COMPUTER LOCKS
UP FIVE TIMES A
DAY. I'M GOING TO
DRIVE OVER TO
YOUR HOUSE AND
KICK YOUR WHITE,
PIMPPLY...

HI,
MOM.

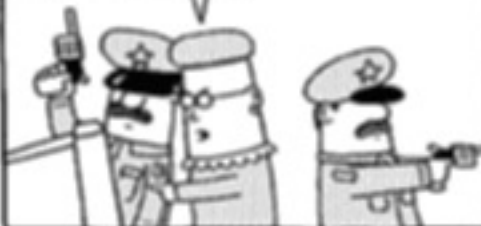
OH, I'LL
FIND IT!

WE HAVE A REPORT
THAT YOU THREATENED
TO KILL A COMPUTER
MANUFACTURER.



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IT FREEZES UP
FIVE TIMES A
DAY. I HAVE TO
UNPLUG IT TO TURN
IT OFF.



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OKAY, WE'RE WITH
YOU. WHEN'S IT
GOING DOWN?

IS TUESDAY
GOOD?





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PATTY IS OUR NEW
"PROCESS MANAGER."

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PATTY DOESN'T
KNOW HOW TO
DO ANYTHING.

SHE ONLY KNOWS
HOW TO DO THINGS
BETTER!

PROCESS!

FOR EXAMPLE, THIS
MEETING IS POORLY
MANAGED BECAUSE
YOU HAVE NO PROCESS

AND THIS INTERN
OBVIOUSLY HAD NO
PROCESS FOR
DECIDING WHETHER
TO ATTEND.

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OKAY, PATTY IS
ANNOYING.
ALL IN FAVOR OF
GETTING RID OF
HER.

YOU LASTED LONGER
THAN TIMMY THE
"FACILITATOR."

GOOD
MORNING!

I SAID,
GOOD
MORNING.

IF I CONVINCE
THEM THEY DON'T
EXIST, I WON'T
HAVE TO PAY THEM.

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AS REQUESTED, I
DID A "RISK
MANAGEMENT"
ASSESSMENT.

I CONCLUDED THAT
THERE WAS NO
RISK OF ANY
MANAGEMENT.

DO YOU HAVE
ANYTHING TO
ADD?

I'LL GET
BACK TO
YOU.

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ELIMINATE PHONE
SUPPORT FOR YOUR
PRODUCT. PROVIDE
HELP ONLY VIA
THE INTERNET.



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THEN DISCOURAGE
PEOPLE BY MAKING
THEM ANSWER AN
OMINOUS LIST OF
PERSONAL
QUESTIONS.



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1. WHAT IS YOUR
HOME ADDRESS?
2. WHEN DO YOU
SHOWER?



I JUST REALIZED THAT
IF MY PROJECT IS A
SUCCESS, MY JOB WILL
BE ELIMINATED.



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THE SMARTEST THING
I COULD DO IS FAIL
MISERABLY AND
BLAME IT ALL ON
YOUR INDECISIVENESS.



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I'M HAPPY BECAUSE
I HAVE A CLEAR
STRATEGY!



I HAVEN'T
NODDED IN
A WHILE.



TELL ME WHAT MORALE
ISSUES YOU HAVE.
I'LL SUMMARIZE
THEM UNDER THE
APPROPRIATE
CATEGORIES.

MY MANAGERS ARE
INCOMPETENT,
ARROGANT, MICRO-
MANAGING
MISOGYNISTS.

THAT'S ONE
UNDER "TIME
OF MONTH."

CATBERT: EVIL H.R. DIRECTOR

ALICE, YOU BLAME
OTHERS FOR YOUR
LOW MORALE.



BUT THE
REAL PROBLEM
IS YOUR TIGHT
PANTYHOSE!



I DON'T
THINK
SO.



THEN HOW
DO YOU
EXPLAIN
YOUR
OVERSIZED
HEAD?





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BY

SCOTT ADAMS



DOGBERT PRESENTS

MANAGING
BY
ANALOGIES

IT'S
EASY!

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WE'LL SOLVE OUR
DISTRIBUTION
PROBLEM THE
ESKIMO
WAY.

HUH?

THE ESKIMOS
GATHER ICE ALL
WINTER LONG.

LATER, DURING
THE LEAN SUMMER
MONTHS, THE
ESKIMOS EAT THE
ICE THEY STORED.

WE'LL DO
THE SAME
THING!

BUT...THE ESKIMOS
WOULD STARVE IF
THEY ONLY ATE
ICE.

MAYBE THEY EAT
PENGUINS TOO.

THEY'RE DELICIOUS.

DID YOU KNOW THAT
THE ZOO CAN BAN
YOU FOR LIFE IF THEY
CATCH YOU USING
A HIBACHI?

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I LOST TWO
POUNDS!

I'M HAPPY.
GUESS WHY.



BECAUSE YOU'RE
SUPPORTIVE?

BECAUSE
THERE'S
LESS OF YOU.



I WAS HOPING
FOR A SCRAP OF
ENCOURAGEMENT.

I'M ALL TAPPED
OUT. TRY BACK
TOMORROW.



A black and white comic strip panel. Dilbert, a man with a large nose and a small tuft of hair, is leaning over a desk. He is wearing a striped shirt. He is looking at a man with glasses and a large nose, who is sitting at the desk. The man at the desk is wearing a suit and tie. Dilbert is asking for budget numbers from last month.

DO YOU HAVE THOSE
BUDGET NUMBERS
FROM LAST MONTH?

THEY'RE TOTALLY
INACCURATE.

A black and white comic strip panel. Dilbert is standing and talking to the man at the desk. He is explaining that the budget numbers are the only ones they have. The man at the desk is looking at him with a skeptical expression.

I KNOW,
BUT THOSE
ARE THE
ONLY
NUMBERS
WE HAVE.

ACTUALLY,
WE HAVE
INFINITE
INACCURATE
NUMBERS
TO CHOOSE
FROM.

A black and white comic strip panel. Dilbert is standing and talking to the man at the desk. He is suggesting that they keep the budget numbers in their back pocket in case they need them. The man at the desk is looking at him with a skeptical expression.

LET'S KEEP THOSE IN
OUR BACK POCKET
IN CASE WE NEED
THEM.

I'LL ENCRYPT
THEM SO NO
ONE ELSE CAN
USE
THEM.

ASOK, I'VE BEEN
CALLING AND CALLING,
BUT YOU DON'T PICK
UP YOUR PHONE.



I'D LIKE YOU TO
MEET A LITTLE
SOMETHING I CALL
THE "FIST OF DEATH."



CATBERT: EVIL H.R. DIRECTOR

I'M STARTING AN
EMPLOYEE SKILLS
DATABASE.



QUESTION: IS THIS
THE FIRST STEP IN
MOVING EVERYONE
TO JOBS THEY DON'T
WANT?



NO, NO, NO...

THE FIRST STEP WAS
WHEN I LAUGHED
MYSELF FUZZY
THINKING
ABOUT IT.



THERE'S BEEN A
RASH OF THEFTS
FROM CUBICLES.



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scottadam@aol.com

THE SUSPECT IS
DESCRIBED AS FAT
AND SLOW-WITTED,
WITH POINTY
HAIR.



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THE BULLETIN STOPS
SHORT OF ACTUALLY
NAMING HER
ALICE.



I USED A HIDDEN
CAMERA TO CAPTURE
THE THIEF WHO'S
BEEN RAIDING OUR
CUBICLES.



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THE PICTURE IS
GRAINY BUT I CAN
ALMOST MAKE OUT
A HUMAN FORM...
OR MAYBE
A CAT...



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BY

SCOTT ADAMS



THE PROJECT
WILL TAKE
SIX MONTHS...

TIME
LINE

UNLESS THERE
ARE UNFORESEEN
PROBLEMS.

TIME
LINE

QUESTION.

YOUR
LEADERSHIP
HAS MADE ME
UNMOTIVATED.

IS THAT CONSIDERED
FORESEEN OR
UNFORESEEN?

AND WALLY IS
DYSFUNCTIONAL
ON MANY LEVELS.

I REALLY
AM.

WAS THAT
FORESEEN?

OR ARE YOU
SAYING THE
SCHEDULE
IS RANDOM?

HE LOOKS
MAD.

I DIDN'T
SEE THAT
COMING.

E-mail: SCOTT@DILBERT.COM

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THE BOSS
IS AWAY.

AN UNSCRUPULOUS
EMPLOYEE COULD
SEND E-MAIL FROM
HIS ACCOUNT.

THE FOLLOWING
EMPLOYEES HAVE
ODD-LOOKING
NOSTRILS.

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CONTINUE WITH
YOUR PRESENTATION
WHILE I TAKE THIS
QUICK CALL.

RING
RING

GO AHEAD AND
IGNORE ME, YOU
VICE PRESIDENTIAL
PILE OF STINKIN'
MONKEY...

OKAY,
BYE.

CRAPITAL
SPENDING.

LOOK HOW
SMALL MY
PHONE IS.

ASOK, WHEN I WAS
YOUR AGE I'D EAT A
HUGE BREAKFAST, SO
I WOULDN'T HAVE TO
STOP WORKING FOR
LUNCH.



THEN I'D EAT A
HUGE LUNCH, SO I
COULD WORK ALL
NIGHT, OR UNTIL
DINNER, WHICHEVER
CAME FIRST.



THAT'S HOW I GOT
TO BE THE MAN
I AM TODAY.

FAT?



THIS IS OUR MOST
RELIABLE COMPUTER,
UNLESS YOU TRY TO
USE SOFTWARE.

SALE

IT'LL FREEZE SEVERAL
TIMES A DAY. BUT
YOU CAN RESTART IT
BY POKING A SPOON
INTO A HOLE IN
THE BACK.

HAS THAT EVER
WORKED?

WE THINK
PEOPLE ARE
DOING IT
WRONG.

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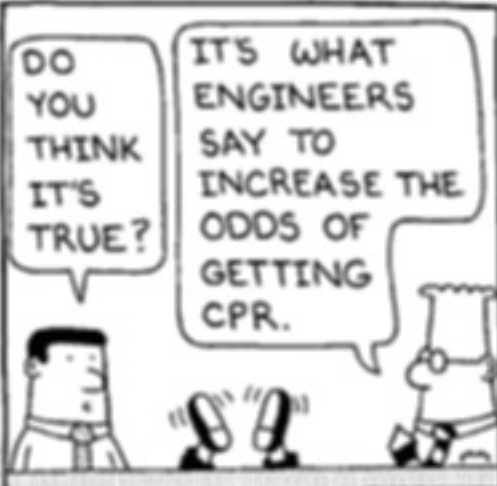
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A black and white comic strip panel. Dilbert is sitting at a desk, looking surprised with his mouth open. He is wearing his signature glasses and a tie. To his left, a colleague is partially visible, looking towards Dilbert. To his right, another colleague is also partially visible, looking towards Dilbert. A speech bubble from Dilbert says "CHEST PAINS... MY HEART...".

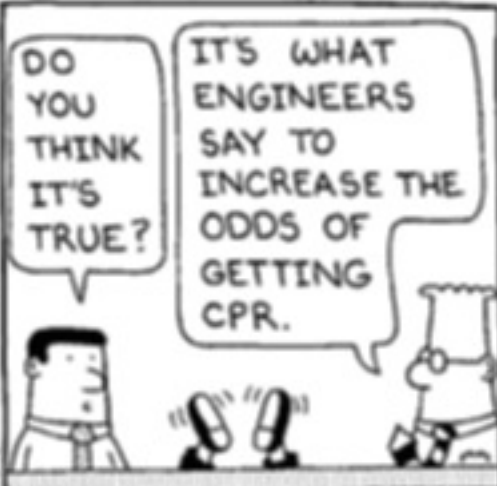
CHEST PAINS...
MY HEART...

A black and white comic strip panel. Dilbert is sitting at a desk, looking surprised with his mouth open. He is wearing his signature glasses and a tie. To his left, a colleague is partially visible, looking towards Dilbert. To his right, another colleague is also partially visible, looking towards Dilbert. A speech bubble from Dilbert says "I INVENTED AN ANTIGRAVITY BELT, BUT IT'S HIDDEN!!".

I INVENTED AN
ANTIGRAVITY
BELT, BUT IT'S
HIDDEN!!

A black and white comic strip panel. Dilbert is sitting at a desk, looking surprised with his mouth open. He is wearing his signature glasses and a tie. To his left, a colleague is partially visible, looking towards Dilbert. To his right, another colleague is also partially visible, looking towards Dilbert. A speech bubble from Dilbert says "DO YOU THINK IT'S TRUE?".

DO
YOU
THINK
IT'S
TRUE?

A black and white comic strip panel. Dilbert is sitting at a desk, looking surprised with his mouth open. He is wearing his signature glasses and a tie. To his left, a colleague is partially visible, looking towards Dilbert. To his right, another colleague is also partially visible, looking towards Dilbert. A speech bubble from Dilbert says "IT'S WHAT ENGINEERS SAY TO INCREASE THE ODDS OF GETTING CPR.".

IT'S WHAT
ENGINEERS
SAY TO
INCREASE THE
ODDS OF
GETTING
CPR.

TINA, I WANT YOU
TO WRITE THE
CHINESE VERSION
OF OUR PRODUCT'S
INSTRUCTIONS.



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CAN YOU TELL THE
DIFFERENCE BETWEEN
CHINESE WORDS
AND RANDOM
SCRIBBLES?



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NO.



I'LL BE
DONE IN
FIVE
MINUTES.





DILBERT®

BY

SCOTT ADAMS



I MADE A FEW
UPGRADES TO
YOUR DESIGN,
ALICE.

DO YOU REALIZE
YOU'RE NOT AN
ENGINEER?

I'M BETTER! I'M
A WELL-ROUNDED
GRADUATE OF A
LIBERAL ARTS
COLLEGE.

THE BROAD EXPOSURE
TO DIVERSE TOPICS
MADE ME WHAT I
AM TODAY.

A MODERN
RENAISSANCE
MAN.

YOU SCRIBBLED OUT
MY TIMING CIRCUIT
AND WROTE IN,
"MOBY DICK BY
CHARLES DICKENS."

EXACTLY. I'LL BET
YOU DIDN'T LEARN
THAT IN YOUR
ENGINEERING
CLASSES!

POOR ENGINEERS;
THEIR WORLD IS
SO SMALL.

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WE'VE REDUCED THE
VOLUME OF TECHNICAL
SUPPORT CALLS...



BY REPLACING OUR
"ON HOLD" MUSIC
WITH THE SOUND
THAT BALLOONS MAKE
WHEN YOU RUB
THEM.



DO YOU EVER
FEEL LIKE WE'RE
DRIVING THE
GETAWAY
CAR?



I'VE FINISHED ALL
OF MY OBJECTIVES
FOR THE REST OF
THE YEAR.



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WHAT HAPPENS
NOW? DO YOU
DOUBLE MY SALARY,
OR DO I TAKE
THE REST OF THE
YEAR OFF?



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YOU WERE WRONG,
WALLY: THERE IS
HARM IN ASKING.

OOPS.



I FEAR I AM NOT
MEETING MY PERSONAL
GOAL OF SELF-
ACTUALIZATION.



I PUT ALL OF OUR
OUTDATED BINDERS
IN ALPHABETICAL
ORDER AS YOU
REQUESTED, YET I
FEEL UNFULFILLED.



I ASSUME THAT IN
PHASE TWO OF THIS
PROJECT I WILL
FIND MEANING.

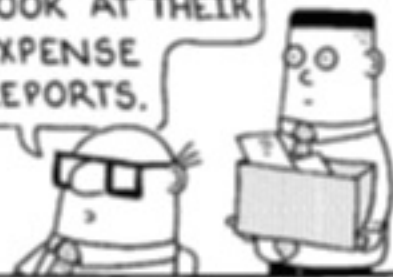
NOW SHIP
THE BINDERS
TO THE
DUMP.



WALLY, WHAT IS THE
QUICKEST WAY TO
SEND THESE OLD
BINDERS TO THE
LANDFILL?



I USUALLY USE
"FEDEX." CHARGE
IT TO MARKETING;
THEY NEVER
LOOK AT THEIR
EXPENSE
REPORTS.



HERE'S ONE MORE
THING I CAN NEVER
TELL ANYONE
ABOUT MY JOB.



WE'LL REDESIGN OUR
PROCESSES TO ENABLE
ENTERPRISE INTEGRA-
TION OF KNOWLEDGE
RESOURCES AND TOOLS.



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QUESTION: IS IT
OKAY IF I DO
NOTHING?



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NO.

WELL, EXCUSE
ME FOR
MAKING A
SUGGESTION.



THIS COMPLETES
MY PORTION OF
THE PROJECT.

THIS PROJECT IS SO
WELL-ENGINEERED
IT WOULD TAKE A
SQUADRON OF IDIOTS
TO RUIN IT.

MEANWHILE IN MARKETING

AND WHEN I'M
NAPPING, IT IS
NOT OKAY TO USE
MY EARS AS COASTERS.

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Walt's



DILBERT®



BY
SCOTT ADAMS



LOOK AT THIS
GREAT ALPHA-
NUMERIC PAGER
I BOUGHT.

WOW! IT'S THE
KIND THAT CLIPS
TO YOUR EAR
INSTEAD OF YOUR
BELT.

IS
IT?

YOU'RE
GOING TO
HELL.

OW!
OW!

WALLY, ARE YOU
SURE THIS KIND
OF PAGER IS SUPPOSED
TO CLIP ON MY EAR?



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IT HURTS. MAYBE
YOU CAN CALL SOME-
ONE TO DOUBLE-
CHECK.



GOOD
IDEA.



DEEP
DEEP
DEEP

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BZZZ
BZZZ
BZZZ



IS THERE
ANYTHING
ELSE I CAN
DO FOR YOU?



AAAGH! I'M HAVING
A RECOVERED MEMORY
OF RITUAL ABUSE!



YOU HAD YOUR
ANNUAL
PERFORMANCE
REVIEW THIS
MORNING.



DO THE
MEMORIES
EVER
FADE?

IT TAKES
ABOUT
TWELVE
MONTHS.





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MY DATE TRIED TO
RUN AWAY, BUT I
ATTACHED A TRACKING
DEVICE TO HER COAT.

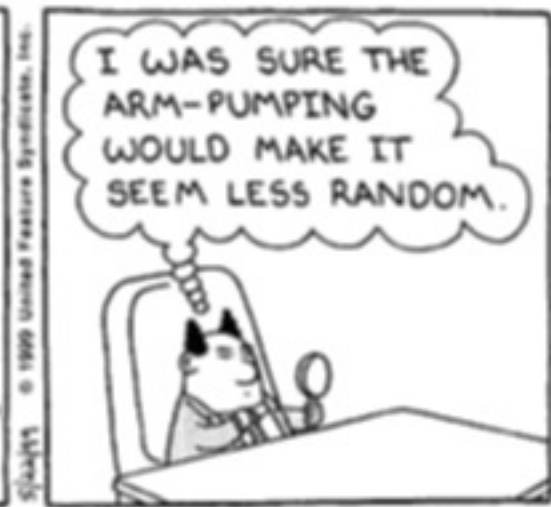
NOW I'LL JUST
COMPROMISE A SPY
SATELLITE AND A
RADIO NETWORK.

... SO, IF NEXT
WEEKEND IS
GOOD, NOD ONCE.

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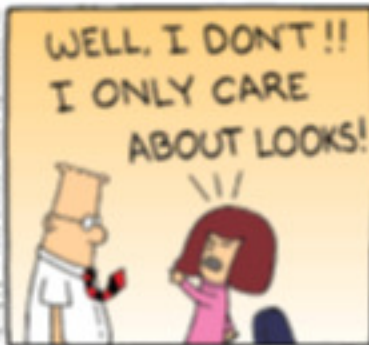
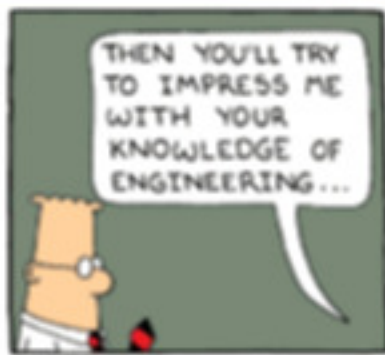




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BY

SCOTT ADAMS



I'LL GIVE YOU A
MILLION DOLLARS
IF YOU GO TO
WORK LIKE THAT.

I'LL CALL YOUR
BLUFF. I'M DOING
IT. I'M GOING
RIGHT NOW!

GO
AHEAD!

TONIGHT I EXPECT
A LONG DEBATE
OVER THE EXACT
DEFINITION OF
"GO TO WORK
LIKE THAT."

A BATHROBE! THIS
CAN ONLY MEAN HE
FOUND OUT HOW MUCH
MARKET POWER AN
ENGINEER
HAS.

I'LL GIVE YOU
A 30% RAISE
IF YOU DON'T
QUIT!!

UM...
OKAY.

TAKE ME,
YOU TERRY-
CLOTH REBEL.

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WHEN I SAW YOU WEAR
A BATHROBE TO WORK,
I KNEW YOU WERE A
REBEL.



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FROM NOW ON, WHEN
YOU COME UPON A
GROUP OF US COOL
REBELS, WE WON'T
SUDDENLY STOP
TALKING.



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BUT IF I'M RIGHT,
AND YELLOW IS A
FLAVOR, I GET TO
HAMMER A NAIL
INTO YOUR
SKULL.



YOU MUST BE THE NEW
OFFICE REBEL WE
HEARD ABOUT.

NICE
BATHROBE.

WE'RE CALLED REBELS
BECAUSE WE'RE
EASILY MANIPULATED
INTO DOING STUPID
THINGS.

GIVE IT UP FOR
US! WHOO WHOO!

I DARE YOU TO
USE BRANDING
IRONS ON EACH
OTHER RIGHT NOW.

START
THE FIRE!

YOU SAID YOU'D GIVE
ME A MILLION BUCKS
IF I WENT TO WORK
LIKE THIS.

PAY UP.

I'LL BET YOU
DOUBLE OR NOTHING
THAT YOU WON'T
GO TO WORK
TOTALLY
NAKED.

WAIT... WHAT
WERE HIS
EXACT WORDS?

CAROL, GIVE
EVERYONE A COPY
OF MY REORG
ANNOUNCEMENT.



THEY'RE ALREADY
ORGANIZED THIS
WAY BECAUSE I
NEVER DISTRIBUTED
YOUR LAST REORG
ANNOUNCEMENT.

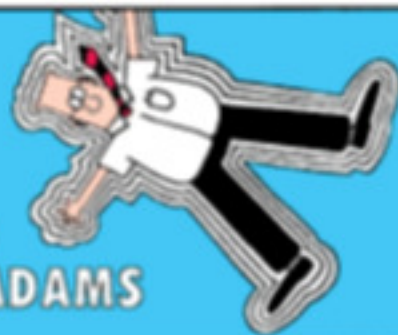


LET'S SEE YOUR
"EMPLOYEE OF
THE WEEK"
DO THAT!





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BY

SCOTT ADAMS



BUT
THEN
I...

EXCUSE
ME.

DOES YOUR STORY
EVER END? OR
MUST I PURCHASE
YOUR SILENCE
WITH MY FIST OF
DEATH?

I MIGHT HAVE TO GO
TO A TWO-WARNING
SYSTEM.

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ALICE, IT'S OKAY FOR
MEN TO BE ASSERTIVE,
BUT WHEN A WOMAN
ACTS THAT WAY...



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WELL, IT'S THE
"B" WORD.



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BOXER?



O-O-O-KAY.



CATBERT: EVIL H.R. DIRECTOR

ALICE, DID YOU
KILL ANOTHER
CO-WORKER?

YES.

BUT YOU DID NOT
DISCRIMINATE,
SEXUALLY HARASS,
STEAL OR TAKE DRUGS.

HMM....

EMPLOYEE
MANUAL

IT LOOKS LIKE I
HAVE TO GIVE YOU
AN AWARD FOR
YOUR COST-SAVING
IDEA.

THANK
YOU.

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CATBERT: EVIL H.R. DIRECTOR

ASOK, YOU HAVE TAKEN
TOO MANY TRAINING
CLASSES.

TOO MANY?

YOU'RE TOO SKILLED
NOW. THERE'S A
RISK YOU'LL LEAVE
FOR A BETTER JOB.

DOES THE "SECRET
UNTRAINING METHOD"
WORK
EVERY
TIME?

I'VE NEVER
TRIED IT
BEFORE.

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DOGBERT CONSULTS

SPRAY THIS TEFLON^(TM)
ON YOUR BODY TO
BETTER IGNORE THE
INPUT OF YOUR
SUBORDINATES.



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NEXT
TIME,
SHAKE
WELL
BEFORE
USING.

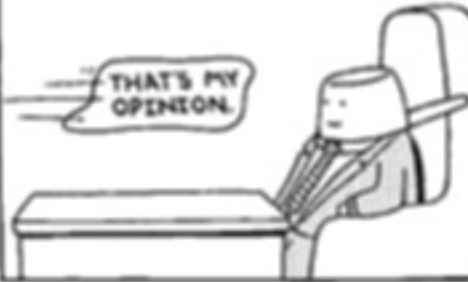
WHO CARES
WHAT YOU
SAY?!





THAT'S MY
OPINION.

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THAT'S MY
OPINION.

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NICE TRY,
BUT I CAN
WIPE IT OFF
WITH A DAMP
SPONGE !!



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BY

SCOTT ADAMS



I CAN'T TALK NOW,
WALLY. I'M RUSHING
TO MEET MY
DEADLINE.



SOUNDS LIKE
POOR PLANNING.
WHY MUST I
SUFFER?



DO YOU MIND IF
I STAY HERE AND
THINK UP NEW
NICKNAMES FOR
COFFEE?



WILL YOU PLEASE GO
HANG AROUND IN
SOMEONE ELSE'S
CUBICLE? I NEED TO
FINISH MY PROJECT.



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HEY, I SEE WALLY
IS HELPING ON THE
PROJECT. GOOD
TEAMWORK, WALLY!



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I HOPE YOU DO
GOOD WORK. I
HAVE A REPUTATION
TO MAINTAIN.



DILBERT, I'D LIKE YOU TO TESTIFY IN THE LAWSUIT AGAINST OUR COMPANY.

TELL THE TRUTH, BUT DO IT IN YOUR USUAL ENGINEERING WAY SO THAT NO ONE UNDERSTANDS YOU.

ACTUALLY, I'VE DECIDED TO BE A WHISTLE-BLOWER.

WHATEVER. IT'LL ALL SOUND THE SAME!

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THE CORPORATE LAWYER

LET'S PREPARE FOR
YOUR COURT TESTIMONY.
I'LL PRETEND TO BE
THE OTHER SIDE.



LIAR! WHY IS
YOUR ATTORNEY
SO HANDSOME?



THEY
CAN
HIT
ME?

I DON'T
SEE WHY
NOT.



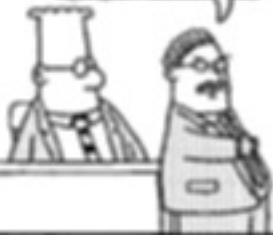
CAN YOU EXPLAIN
THE MEANING OF
THIS INTERNAL
E-MAIL MESSAGE?

IT SAYS WE'LL "USE
INTEGRATION TOOLS
TO LEVERAGE THE
UTILITY OF OUR
ENTERPRISE-WIDE
PROCESSES."

IT APPEARS TO BE
SOMETHING WE CALL
COMMUNICATION.

PERJURY!

OKAY, WHISTLE-BLOWER,
EXPLAIN TO THE JURY
THE ALLEGED CRIMES
OF YOUR
EMPLOYER.



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... THEN OUR APPLETS
WERE DESIGNED TO
CORRUPT COOKIE
DATA FROM ALL
COMPETING PORTALS.



NICE
JURY
SELECTION.



SO FAR
YOU'VE
MADE
THEM
HUNGRY.



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DILBERT[®]

BY

SCOTT ADAMS



SO, THAT'S MY IDEA.

WHAT DO
YOU THINK?

DILBERT, YOU
ARE SO NAÏVE.

THERE ARE
MANY THINGS
YOU DON'T
UNDERSTAND.

THAT'S BECAUSE
YOU NEVER TELL
ME ANYTHING!

LIKE NOW,
FOR EXAMPLE!

DILBERT,
DILBERT,
DILBERT...

JEEPERS CRIPES!
JUST TELL ME
WHAT'S WRONG
WITH MY IDEA!

LEAN OVER HERE
SO I CAN PAT
YOUR HEAD IN A
CONDESCENDING
WAY.

SO
YOU
TOOK
THE
PAT?

I DIDN'T
WANT TO
LEAVE EMPTY-
HANDED.

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HEH-HEH... I'M USING
COMPANY RESOURCES
TO E-MAIL MY RÉSUMÉ
TO A HEADHUNTER.



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IT'S THE
PERFECT
CRIME.



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I'VE
GOT
MAIL!



I JUST GOT THIS
RÉSUMÉ FROM A
HEADHUNTER.



EVALUATE HER
ENGINEERING
SKILLS AND LET ME
KNOW IF I SHOULD
INTERVIEW HER.



WELL, ALICE, YOU'RE
ALMOST QUALIFIED
TO WORK HERE, BUT
I'M CONCERNED ABOUT
YOUR LOYALTY.



I'LL WEAR A CLEVER
DISGUISE THEN
INTERVIEW FOR THE
ENGINEERING JOB
HERE.



IF HE OFFERS ME
MORE MONEY THAN
I MAKE NOW, I'LL
TAKE THE JOB.

HEH-HEH.



YOU'RE SUSPICIOUSLY
FASHIONABLE FOR
AN ENGINEER.

I STORE
TOOLS UP
THERE.



I'M PREPARED TO
OFFER YOU \$120,000
PER YEAR PLUS A
PARKING SPACE FOR
YOUR GIGANTIC HAT.



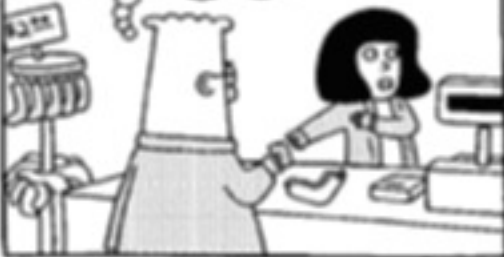
HA HA! IT IS I,
ALICE! I ACCEPT
YOUR OFFER
FOR A HIGHER-
PAYING JOB!



HA HA! IT IS I,
CATBERT! I'M NOT
AUTHORIZED TO
HIRE ANYONE!



SHE'S HIDING HER
NAME TAG SO I
WON'T GET FRIENDLY
WITH HER.



I'LL TOSS THESE FAKE
BABIES IN THE AIR.
WHEN SHE CATCHES
THEM, I'LL SEE HER
NAME AND START
FLIRTING.



DANG! I KNEW
I SHOULD HAVE
BROUGHT A THIRD
FAKE BABY.



THESE FAKE RUBBER
BABIES WILL MAKE
ME A CHICK MAGNET.

0222722

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STUPID
FLY.

WHAP!

IT'S TOUGH
LOVE.

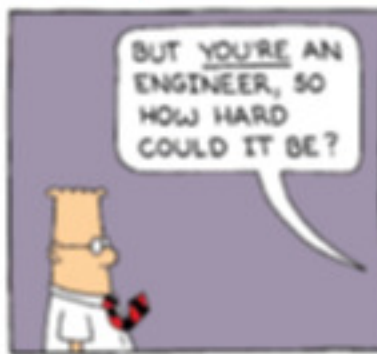
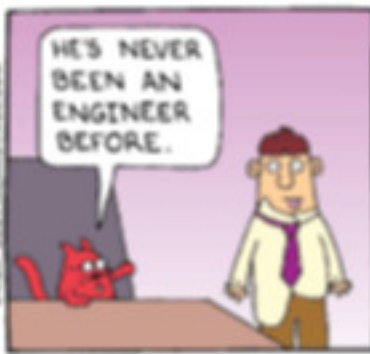
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DILBERT



BY
SCOTT ADAMS



NOW MOVE THE THING
NEXT TO THE OTHER
THING AND LABEL IT
"RAM CACHE."



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I'M YOUR BOSS, SO IT
STANDS TO REASON
THAT I'M A BETTER
ENGINEER THAN
YOU.



I'M TELLING
YOU I'M
WORKING
ON MY TIME-
LINE CHART.



NO, I'M
SURE
THAT'S A
CIRCUIT
DESIGN.



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ASOK, I'M MOVING
YOU TO MY "QUALITY
ASSURANCE" GROUP.



GASP



I REALIZE THIS IS
BAD FOR YOU...
AND BAD FOR THE
COMPANY... BUT IT
SOLVES MY HEAD-
COUNT PROBLEM.



WILL THAT BE MY
CONTRIBUTION TO
THE WORLD: "HE
SOLVED A HEADCOUNT
PROBLEM"?



THAT
TOPS
ME.

THEY'RE TRANSFERRING
ME TO "QUALITY
ASSURANCE," WALLY.

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BUT I'LL BE BACK,
NO MATTER HOW
LONG IT TAKES,
OR HOW HARD!
JUST STAY ALIVE!!



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WOW. THERE MUST
BE A MILLION
WEB SITES ABOUT
WIENER DOGS.



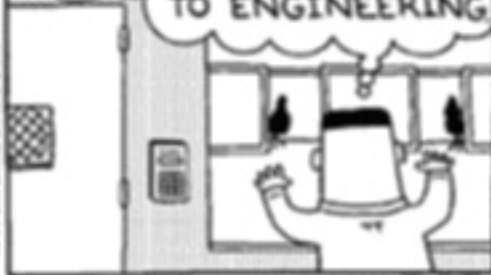
I'M EXILED TO THE
QUALITY ASSURANCE
DEPARTMENT. MY
CAREER IS DOOMED.



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I CAN'T LET MY OLD
DEPARTMENT FORGET
ME. THEY'RE MY ONLY
HOPE OF RETURNING
TO ENGINEERING.



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IT MUST BE
BREAK TIME
IN THE Q.A.
DEPARTMENT.

I'LL GET
THE FIRE
HOSE.



ASOK! DID YOU
ESCAPE YOUR JOB AT
QUALITY ASSURANCE?



YES. I HAD TO
TAKE A JOB AS
A SECRETARY'S
ASSISTANT. I'LL
WORK MY WAY
BACK UP TO
INTERN.



IT'S FOUR O'CLOCK.
CALL MY KIDS AND
YELL AT THEM.

CURSING OR
NO CURSING?



CATBERT: EVIL HR. DIRECTOR

I WILL NOW USE THE
SCIENCE OF FACE-
READING TO DETER-
MINE YOUR POTENTIAL.



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I SEE YOUR FACE
RIDING PROUDLY
ATOP A MIGHTY
THOROUGHBRED
HORSE.



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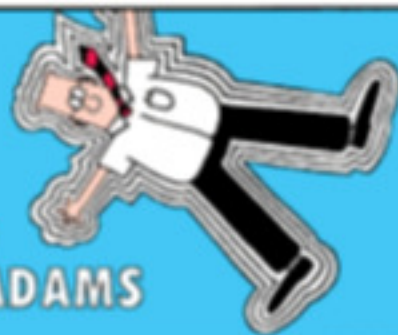
JOCKEY?

SADDLE.





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CUBE FARMING

WEED.



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GOT IT.



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SUDDENLY THERE'S
MORE LIGHT...
AND I FEEL
MORE NOURISHED.



CUBE FARMING

HE OUTGREW
HIS CONTAINER.



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I'LL REPLANT
HIM IN A
BIG CONTAINER
WITH A DOOR.



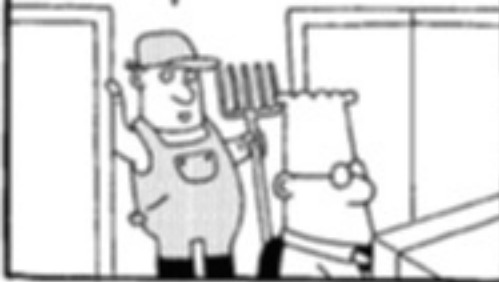
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WHY DO
TALL GUYS
ALWAYS
GET
PICKED?

I'M SURE
THERE'S
A GOOD
REASON.



MY CUBE FARM HAS
AN EXCELLENT CROP
THIS YEAR.



HERE YOU GO,
FELLA. THIS WILL
FATTEN YOU UP.



IF YOU EVER NEED
SALT, JUST LICK
THIS PRETZEL
STICK.

MMM...
OOH!



MY CUBE FARM HAS
AN EXCELLENT
YIELD THIS YEAR.

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I RECKON I'LL HAVE
TO PUT THIS ONE
DOWN SO HE WON'T
REPRODUCE.

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SORRY.

NO PROBLEM;
I HEAR
THAT A
LOT.

DO YOU WANT TO
SEE A TECHNICAL
TRICK I TAUGHT
MYSELF?



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IF I SHUFFLE MY
FEET, I CAN MAKE
A TINY SPARK
WITH MY
FINGER.



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SHE'S RIGHT;
THIS THING
DOES MAKE AN
EXCELLENT DOOR-
STOP.



DOGBERT'S TECH SUPPORT

IF YOU UPGRADE YOUR SOFTWARE, ALL OF YOUR DATA WILL BE LOST.



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BUT IF YOU DON'T UPGRADE, THE OLD SOFTWARE WILL CORRUPT YOUR DATA ONE BIT AT A TIME.



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AND IF YOU TRY TO BACK UP YOUR DATA, OUR SOFTWARE WILL HUNT YOU DOWN AND BIT-SLAP YOU UNTIL YOU DELETE IT YOURSELF!





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BY

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IT HAS COME TO MY
ATTENTION THAT
SOME OF YOU BELIEVE
THERE ARE HIDDEN
CAMERAS IN THE
CEILING.



HOW DID THAT
COME TO YOUR
ATTENTION?



HEY, AREN'T YOU
THE ONE WE CALL
"MISTER ITCHY"?



I DID IT!

IT'S A STRATEGIC
TECHNOLOGY PLAN
THAT EVERYONE
SUPPORTS.

IF ONLY THERE WERE
A WAY TO COPY
IMAGES FROM ONE
PIECE OF PAPER ONTO
MANY.

YOUR ANALYSIS
DISAGREES WITH
MY INTUITION.



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YOUR INTUITION
ALSO TOLD YOU
THE INTERNET
WOULD BE REPLACED
BY MODEMS...

WHAT-
EVER
THAT
MEANS.



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I'M MISUNDERSTOOD,
JUST LIKE... UM...
WHAT'S-HIS-
FACE.

SATAN?



BEFORE I EAT A
SANDWICH, I ALWAYS
REMOVE THE USELESS
EDGES OF THE BREAD.



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THAT TELLS YOU
WHAT KIND OF
MANAGER I AM.



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YOU'RE THE
ANTI-CRUST?



I'M HERE TO
PERFORM AN
EXORCISM.



YOUR MOTHER
IMPLEMENTS
MULTI-VENDOR
PROCESSES
WITHOUT
SYNERGY!!



HERE'S THE PROBLEM.
SOMEONE GAVE YOU
THIS OVERSIZED
COFFEE
MUG.

REORG!!



MEET WITH OUR VENDOR
AND COME UP WITH
A PLAN. I'LL DO THE
SAME WITH THEIR
EXECUTIVES.



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CAN YOU SEE ANY
REASON WHY MY
MEETING MIGHT
BE A COMPLETE
WASTE OF TIME?



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SURE, LOTS OF THEM,
BUT I'M PLANNING
TO SPRING THOSE ON
YOU DURING YOUR
PERFORMANCE REVIEW.





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DOGBERT GETS A LOAN

I PLAN TO BUY ALL THE COPIES OF A BOOK I AUTHORED, THUS MAKING IT A BESTSELLER.



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AND I'D LIKE TO USE YOUR HOUSE AS COLLATERAL.

UNLESS IT'S A DUMP.



HOW ARE YOU PLANNING TO PAY US BACK?

DO YOU TAKE BOOKS?



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DOGBERT IN HOLLYWOOD

I'D LIKE TO TURN
YOUR BOOK INTO
A MOVIE.



WE HAVE TO KEEP IT
REAL, SO ANY
NORMAL PERSON
CAN RELATE TO IT.

DO YOU KNOW
ANY NORMAL
PEOPLE?



NO, BUT I'M
WILLING TO WATCH
MOVIES TO LEARN
ABOUT THEM.



MISTER DOGBERT,
WOULD YOU
AUTOGRAPH
MY BOOK?

SURE, KID. BUT
I'LL NEED TO USE
YOUR BACK AS A
FLAT SURFACE.

HE'S GOT
PARENTS.

"MATTHEW"
WON'T FIT,
SO I'LL CALL
HIM
"ALLEN."

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DID YOU KNOW
YOU CAN BUY
YOUR OWN
ISLAND NATION?



THEY EVEN SELL A
KIT THAT HELPS
YOU CONQUER AND
OPPRESS THE
INDIGENT
PEOPLE!



I'D LIKE TO BUY
RHODE ISLAND...
AND ONE "EVIL
TYRANT" CONQUEST
KIT.

WOULD YOU
LIKE A
FLAG WITH
THAT?



IN TAPE ONE, I'LL
TEACH YOU HOW
TO CONQUER A
SMALL ISLAND FOR
NO MONEY DOWN.



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edmondama@aol.com

FIRST, YOU
MUST TRAVEL
TO THE PLACE
YOU PLAN TO
CONQUER.



I'M DESIGNED FOR
SITTING. THAT'S WHY
MY BUTT IS COVERED
WITH
SOFT
FUR.

I THINK
THAT'S
HAPPEN-
ING TO
ME TOO.



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MAY I
HAVE A
TISSUE?

NO!

WHY SHOULD THE
LOW-PAID SECRE-
TARY PROVIDE
FREE TISSUES
TO ENGINEERS?

HEY,
FREE
TISSUES!

GAAA!

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REORGANIZING
DIDN'T WORK.
WE'RE GOING TO
TRY SOMETHING
NEW.



SYNERGISTIC
REALIGNMENT!



WHAT DID
I TELL YOU
ABOUT
DOING
"THE WAVE"?



I GOT
SWEPT
UP IN THE
EMOTION.



TINA THE TECH WRITER

MY DEROGATORY AND
CONDESCENDING
E-MAIL WILL SET
THINGS RIGHT.



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SEND!

CLICK



EVERY TIME I SEND
E-MAIL, I GET A
STOMACHACHE AND
AN URGE TO FLEE
THE COUNTRY.



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WHY DO YOU SEEK
MORDAC - THE
PREVENTER OF
INFORMATION
SERVICES?



I REGRET SENDING
AN INSULTING E-MAIL
MESSAGE TO OUR CIO.
I NEED TO DELETE IT
FROM THE SERVER.



THE SERVER WAS IN
THAT CLOSET, RIGHT?

THAT'S THE
CIO'S
OFFICE.



CATBERT: EVIL H.R. DIRECTOR

TINA, YOU ARE
ACCUSED OF SHOOTING
THE CIO'S CREDENZA
FIVE TIMES.



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I'M WRITING "TINA
WAS BAD" ON THIS
CARDBOARD. I
ORDER YOU TO
ATTACH IT TO A
SPECIAL HAT FOR
TWO WEEKS.



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HOW
DID
IT GO?



I GOT A
SUSPENDED
SENTENCE.



OUR NEW SOFTWARE
WILL GENTLY WARM
YOUR KEYBOARD SO
THE KEYS ARE EASIER
TO PRESS.



WE'LL BUNDLE IT
WITH OUR SOFTWARE
THAT MAKES YOUR
LAPTOP LIGHTER.



IN A WORD, WE
HAVE BECOME
"MARKET DRIVEN."

CREATE A DIVER-
SION. I'LL RUN
FOR HELP.





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YOU GAVE ME A
PROJECT THAT CAN'T
GET FUNDED BECAUSE
IT'S NOT IN THE
STRATEGIC PLAN.



AND YOU WON'T
LET ME MAKE
WAVES BY ASKING
FOR A CHANGE TO
THE STRATEGIC PLAN.



SO I'LL BE IN MY
CUBICLE CREATING
"POWERPOINT" SLIDES
AND PRAYING FOR
A REORGANIZATION.



WALLY, YOUR
PERFORMANCE
IS SLIPPING
AGAIN.



THIS CALLS FOR
MY MOST SEVERE
DISCIPLINARY
ACTION.



HE MADE
YOU WATCH
HIM EAT?



MONSTER!



MY NAME IS JUAN
DELEGATOR. I BRING
YOU AN ASSIGNMENT.

THIS IS YOUR
ASSIGNMENT.
YOU'RE TRYING
TO GET ME TO
DO YOUR WORK.

TEAM-
WORK!

WELL,
I GUESS
I COULD
DO YOU
A FAVOR.

AND I
WOULDN'T
SAY NO TO
A HAIRCUT.

JUAN DELEGATOR

... AND THIS ONE
ALSO REQUIRES YOUR
DECISION BEFORE
I CAN WORK ON IT.



DO YOU HAVE ANY
MORE ASSIGNMENTS
FOR ME THAT I CAN
TURN INTO WORK
FOR YOU?



NO.

AND HAVE YOU
LEARNED YOUR
LESSON?



YES: GIVE
ALL WORK
TO ALICE.

OVERTIME IS
NO LONGER
MANDATORY.



IT'S REQUIRED.



I MANAGE AND
I MANAGE, BUT
NOTHING SEEMS
TO MAKE THEM
HAPPY.



GARRR



WE NEED SIX WEEKS
TO MAKE A GOOD
PRODUCT DESIGN.

YOU GAVE
US
THREE.

THANKS TO YOUR
LEADERSHIP, THE
PRODUCT IS BAD,
OUR STOCK WILL
PLUNGE, AND OUR
LIVES ARE TOTALLY
MEANINGLESS.

OH, AND
HAPPY
BIRTHDAY.

WE ALL
SIGNED
A CARD.



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BY

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IT TOOK ME THREE
DAYS TO ENTER ALL
OF MY APPOINTMENTS
INTO THIS PDA.

I'LL ENTER OUR
NEXT MEETING.

TUESDAY...
TWO O'CLOCK.

IS IT VOICE-
CONTROLLED?

I SURE
HOPE SO.

FINALLY!

I'VE BEEN IN THE
TECH SUPPORT
QUEUE FOR AN HOUR!



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LOSER.



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CAN I
SPEAK
TO YOUR
SUPERIOR?

THERE'S
SOME
RELIGIOUS
DEBATE
ON THAT
QUESTION.



DOGBERT'S TECH SUPPORT

HELLO,
I ...

SHUT UP
AND
REBOOT.

HEY, IT
WORK ...

SHUT UP
AND HANG
UP.

MY AVERAGE
CALL TIME IS
IMPROVING.

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COMPUTERS AREN'T
FOR EVERYONE. I
LOVE MY TRUSTY
MANUAL TYPEWRITER.



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OOPS.



I HOPE I CAN
CORRECT THAT
BEFORE ALL MY
FRIENDS EVOLVE
INTO BIRDS.



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I FEEL SICK
EVERY MORNING.

ALL DAY LONG, I
FEEL LIKE EITHER
CRYING OR PUNCH-
ING PEOPLE.

YOU'VE GOT A
BAD CASE OF
MAHJOBIS
CRAPPUS.

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ARE YOU
SAYING
MY JOB
MAKES ME
SICK?

DON'T
WORRY.
THERE'S
A CURE.

HERE'S A BROCHURE
ON ASSISTED
SUICIDE.

HOW DO YOU
ASSIST?

I GAVE YOU
THE BROCHURE.

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YOUR REQUIREMENTS
DOCUMENT IS THE
BIGGEST I'VE EVER
SEEN.



IT'S TOO BIG TO
READ, BUT I CAN
GUESS FROM ITS
WEIGHT WHAT MUST
BE IN THERE.



YOU KNOW IT'S
A MULTI-USER,
GLOBAL SYSTEM,
RIGHT?

NO, I'M NOT
GETTING
THAT.



ONE OF US WILL
HAVE TO READ THIS
GIGANTIC PRODUCT
REQUIREMENTS
DOCUMENT.



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UNLESS IT GETS
DESTROYED IN
A FREAK
ACCIDENT.



IT'S LIKE WATCHING
THOMAS EDISON
WORK.

I HAVE SOME
OILY RAGS
IN MY
CUBE.



THE HUGE PRODUCT
REQUIREMENTS
DOCUMENT WAS
DESTROYED IN A
FREAK
ACCIDENT.



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I'LL ASK
MARKETING
TO SEND YOU
A NEW COPY.



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I TOLD YOU WE
CAN'T STOP THEM
ONE-BEE-AT-A-
TIME. WE HAVE
TO GO FOR THE
QUEEN.



I'M GOING TO
CAPTURE THE
QUEEN BEE OF
MARKETING.



NO MATTER WHAT
SHE SAYS, DON'T
BE SEDUCED BY
HER MARKETING
BUZZ.



A MAN WITH A ROPE
IS HERE TO SEE YOU.
I WASN'T LOYAL
ENOUGH TO
STOP HIM.



QUEEN BEE OF MARKETING

SEE IF YOU CAN
CREATE A BUZZ
OVER
THIS.

YES, MY
QUEEN.

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IS THAT A FREE
ROPE? GIVE IT
TO ME, YOU
WORTHLESS
ENGINEER!

LOOK, EVERYONE!
THERE'S ENOUGH
TO GO AROUND MY
NECK AND OVER
THAT BEAM!

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IT SEEMS A BIT
DARK IN MY
OFFICE TODAY.



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I THINK YOU
EMPLOYEES ARE
HOGGING ALL THE
ELECTRICITY.



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YOU JUST
DOUBLE-CLICKED!
I HEARD IT!





DILBERT



BY

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THE POINTY-HAIRED
BOSS WANTS TO
SEE YOU.

HE TRIED TO REACH
YOU BY PHONE,
E-MAIL AND PAGER.

BUT YOU RESISTED
HIS ELECTRONIC
ATTEMPTS TO RUIN
YOUR PRODUCTIVITY.

SO HE DECIDED
TO SEND IN THE
GROUND TROOPS.

DON'T MAKE
ME USE THIS!

COULD YOU WAIT
OUTSIDE WHILE
I RETURN SOME
PHONE CALLS?

GET TO THE
BACK OF THE
LINE.

DOES ANYONE WANT
TO HAVE A CONVER-
SATION?

I HAVE A
MAGAZINE.

HAMMERHEAD BOB

ARE YOU GOING TO LUNCH? I'LL JOIN YOU!



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... AND THAT'S WHY IT'S CALLED A "CLEAN ROOM." BUT HOW CLEAN IS IT REALLY?



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I'LL SPEAK LOUDER IN CASE THE OTHER TABLES WANT IN ON THIS.



MY SPRING-LOADED
BUTT WILL HELP
ME JOIN NEARBY
CONVERSATIONS
FASTER.

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SO
THEN
I...



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DID YOU KNOW I'M
AN AUTHORITY ON
WHATEVER YOU'RE
DISCUSSING?

YOUR INVENTION
WILL EARN TEN
BILLION DOLLARS
FOR THIS COMPANY.



BY THE WAY, YOU'RE
NOT ALLOWED TO
HAVE DECORATIONS
ABOVE THE WALLS
OF YOUR CUBICLE.



WE BOTH DID
SOMETHING
IMPORTANT
TODAY. GIVE
ME FIVE.



ASOK, YOU'VE BEEN
CHOSEN TO HEAD OUR
CUSTOMER APPRECIA-
TION CELEBRATION.



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THE THEME IS
"THANK GOODNESS
THERE ARE SO
MANY IDIOTS."



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WHEN DO
YOU PLAN
TO TELL
HIM IT'S
A JOKE?

LET'S SEE
HOW THE
POSTERS
TURN OUT.



CATBERT: EVIL H.R. DIRECTOR

SO YOU THINK YOU'RE
LEAVING FOR A BETTER
JOB?

YES.

YOUR AGREEMENT
WITH US BANS
YOU FROM WORKING
IN THIS INDUSTRY
IF YOU QUIT. HA!

HOLY CRIPES! IT
DOES SAY YOU
CAN DANCE ON
MY HEAD.

HOLD
STILL.

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CATBERT: EVIL H.R. DIRECTOR

IN ORDER TO ELIMINATE ALL TRACES OF INDIVIDUALITY...



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ALL COMPUTER WALLPAPER MUST BE THE SAME.



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IN THEORY, WITH ENOUGH HELIUM, THE EMPLOYEES WOULD ALL SOUND ALIKE.





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THERE'S NO REASON
TO BE STRESSED,
ALICE.

ALLOW ME TO BE
YOUR ROLE MODEL.

I REMAIN CALM
DESPITE THE
PRESSURE OF
IMPOSSIBLE
DEADLINES.

THAT'S BECAUSE
YOU HAVE NO PRIDE
AND NO AMBITION!

I'VE WORKED DAY
AND NIGHT TO
MAKE THIS DEAD-
LINE!

AND WHEN I
SUCCEED, THE GLORY
WILL BE MINE!

OUR NEW VP JUST
CANCELED THE
PROJECT SO THE LAST
VP WOULD LOOK BAD.

THEY SAY THAT
WHEN THE STUDENT
IS READY, THE
MASTER WILL
APPEAR.

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DILBERT, I'M
PUTTING YOU ON
A TEAM.



YOU'LL BE WORKING
WITH OTHER
INTELLIGENT, HIGHLY
MOTIVATED PEOPLE
PLUS...



A STUBBORN
DUMB GUY WITH
A V-NECK SWEATER.



YOU'VE ALL BEEN
CHOSEN FOR THIS
TEAM BECAUSE OF
YOUR TALENT AND
PROFESSIONALISM.

EXCEPT FOR DAN,
WHO IS A BIG
STUBBORN GUY
WHO WILL PREVENT
OUR SUCCESS.

SHALL WE
COMMENCE
FAILING?

I CAN'T
DO WORK
WITHOUT
A VISION
STATEMENT.

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BIG STUBBORN DUMB GUY

WE SHOULD REMOVE
THE CONTRACT EMPLO-
YEEES FROM OUR E-MAIL
BULLETIN LIST.



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UM... THEY NEED
THAT INFORMATION
TO DO THEIR JOBS,
AND THERE'S NO
INCREMENTAL COST.



THIS IS WHEN YOU
AGREE WITH ME AND
WE MOVE
ON WITH
OUR LIVES.

I WILL
FIGHT YOU
TO THE END
OF THE
EARTH!



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I'D LIKE YOU TO MEET
THE LITTLE STUBBORN
DUMB GUY.



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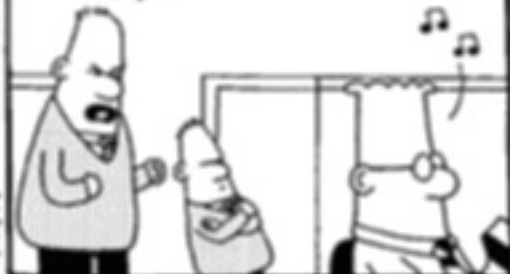
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IF FOR ANY REASON
I CANNOT FULFILL
MY DUTY TO THWART
YOUR PROJECT, THE
L.S.D.G. WILL TAKE
OVER FOR ME.



NO, I
WON'T.

YES YOU
WILL!!



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WE CAN SAVE MONEY
BY CUTTING USED
PAPER INTO LITTLE
SQUARES TO USE AS
NOTE PADS.



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I MADE THESE IN
LESS THAN ONE
HOUR.



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NOT COUNTING
THE TIME IT TOOK
ME TO PRINT THE
BLANK PAGES.



THEN
IF YOU...

TEST

...ANALYZE
THE DATA...

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IT'S A HOSTILE
TAKEOVER OF MY
PRESENTATION!

...YOU'LL SEE
A PATTERN...

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AND
YOU
LET
HIM
DO IT?

HE HAD A
LASER
POINTER THE
SIZE OF
YOUR
HEAD.



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BY

SCOTT ADAMS

REMOVE THAT LAST
BULLET POINT. IT'S
STUPID.

GASP

YESTERDAY YOU
TOLD ME TO ADD
THAT BULLET POINT.

SO EITHER YOU
WERE WRONG TODAY
OR YOU WERE
WRONG YESTERDAY.

EVERYONE COME
QUICKLY! HE HAS
TO ADMIT HE'S
WRONG!

SAY IT.

ALICE HEARD
ME WRONG
YESTERDAY.

IT TAKES A BIG
MAN TO ADMIT
ALICE IS
WRONG.

CAN YOU
HEAR US,
ALICE?

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CATBERT: EVIL H.R. DIRECTOR

WE LIKE TO PROMOTE
FROM WITHIN THE
COMPANY, ASOK.



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BUT WHAT WE LIKE
EVEN MORE IS
YANKING YOUR
CHAIN AND THEN
HIRING FROM
THE OUTSIDE!



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EXPLAIN WHY YOU
WORK HERE IF
YOU'RE SO SMART.

I'M
TIMID.



IN ORDER TO SAVE
TIME, I MADE A
CHECKLIST OF YOUR
MOST COMMON
MENTAL
ERRORS.



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IT'LL BE A HOT
DAY IN HELL
BEFORE YOU NEED
THAT, MY FRIEND.



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I NEED TO
ADD A NEW
CATEGORY.



I'M OFF TO A MEETING ABOUT YOUR PROJECT. IS THERE ANYTHING I SHOULD KNOW?

YES. YOU SHOULD KNOW HOW DUMB IT IS TO HAVE A MEETING ABOUT MY PROJECT WITHOUT INVITING ME.

EVERY TIME I LEARN SOMETHING IT MAKES ME UNHAPPY.

EVERY EMPLOYEE
GETS A LOVELY MUG
WITH OUR NEW
MOTTO, "I MADE
A DIFFERENCE."



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QUESTION: MAY
I HAVE THE CASH
EQUIVALENT OF THE
MUG INSTEAD?



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NO.

MAY I HAVE
A MUG THAT
SAYS, "I
DIDN'T MAKE
A DIFFERENCE"?



MORDAC DENIES
YOUR REQUEST TO
ADD MEMORY TO
YOUR LAPTOP!



BUT YOU WOULD
REPLACE IT IF IT
WERE DAMAGED,
RIGHT?

THAT IS MY
POLICY.



MAYBE
I SHOULD
RETHINK
THAT
POLICY.



CATBERT: EVIL H.R. DIRECTOR

"TO REDUCE AIRLINE TRAVEL EXPENSES..."



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"SPRINT ACROSS THE RUNWAY AND CLING TO THE PLANE DURING TAKEOFF."



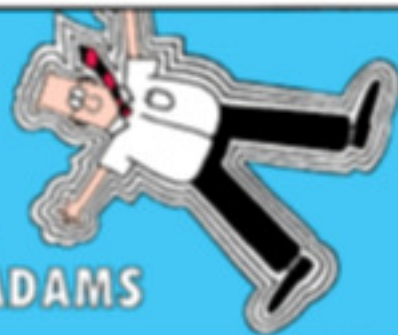
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THAT'LL WEED OUT THE DUMB ONES.





DILBERT®



BY

SCOTT ADAMS



MOVE OUR BUDGET
SYSTEM ONTO THE
UNDER-UTILIZED
MAINFRAME.



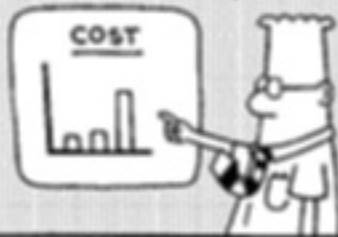
IT'S UNDER-UTIL-
IZED BECAUSE IT'S
OBSOLETE.



REALITY VERSUS
MANAGEMENT;
WHO SHALL BE
THE VICTOR?



EVERYTHING WENT
WRONG IN EXACTLY
THE WAY I TOLD
YOU IT WOULD.



IN THE NEXT PHASE
YOU WILL EXPERIENCE
SOMETHING I CALL
"REVERSE AMNESIA
FOR MANAGERS."



WAIT A MINUTE;
I'M THE ONE WHO
TOLD YOU THAT THE
PROJECT WOULDN'T
SUCCEED.



IF YOUR NUMBERS
ARE CORRECT, MY
STRATEGIC PLAN
IS IRRATIONAL.



COGNITIVE
DISSONANCE
TAKES OVER

SPOINK



YOU SURE
ARE BAD
WITH
NUMBERS.

WHAT
WAS
THAT
NOISE?



I FOUND SOME
NUMBERS THAT
SUPPORT YOUR
STRATEGIC
PLAN.



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I HAD TO TAKE
THE SQUARE ROOT
OF A NEGATIVE
NUMBER TO DO IT.



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THE TIMELINE IS
ON THIS MOBIUS
STRIP.

GOOD
WORK.



A PROSPECTIVE CLIENT
WILL BE TOURING OUR
MARKETING DEPART-
MENT IN AN HOUR.



WE NEED YOU TO
SIT IN A VACANT
CUBICLE SO IT
LOOKS AS IF WORK
IS DONE THERE.



HEY! THAT ONE IS
ONLY PRETENDING
TO WORK!



CAROL, COME HERE!
ALL OF MY WORDS
HAVE SQUIGGLES
UNDER THEM!



THE SOFTWARE IS
TELLING YOU THAT
EVERY SENTENCE
YOU WROTE HAS
BAD GRAMMAR.



PRESS F1 FOR
HELP AND ... IT'S
A THIRD GRADE
ENROLLMENT FORM.





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BY

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I'M RELOCATING
TO A BETTER
CUBICLE.

TONIGHT A TEAM OF
MOVERS WILL TAKE
MY BOXED POSSESSIONS
TO AN UNDISCLOSED
LOCATION.

THEY'RE ALSO GOING
TO LAMINATE MY
COMPANY I.D.

I'M SUPPOSED TO
LEAVE IT WITH
THE GUARD ON
THE WAY OUT.

AND I GOT PAID
TWO DAYS EARLY!

IT'S ALL BECAUSE
MANAGEMENT
APPRECIATED THE
CONSTRUCTIVE
CRITICISM I POSTED
ON THE MESSAGE
BOARD.

AS I HOPED, MY
CONDESCENDING
TONE HELPED THEM
TO SEE THEIR FOLLY.

DO YOU MIND IF
I RIFLE THROUGH
YOUR BOXES AND
TAKE OFFICE
SUPPLIES?

E-mail: MORTIN@DILBERT.COM

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THIS IS THE BARE
MINIMUM BUDGET
I NEED FOR MY
PROJECT.



WHAT
COULD YOU
DO WITH
HALF THIS
AMOUNT?



FAIL.



WHEN
CAN
YOU
START?



I THINK
I JUST
DID.



I'M WORKING ON A
PROJECT THAT IS
TOO UNDER-FUNDED
TO SUCCEED.



EVERY DAY IS A SLOW
BUT INEVITABLE
SLIDE TOWARD
FAILURE AND
HUMILIATION.

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AT LEAST I'LL ALWAYS
HAVE MY MOM'S
UNCONDITIONAL
LOVE.

ARE YOU
GOING TO
HOLD ME
TO
THAT?

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A black and white comic strip panel. Dilbert's mother, an older woman with glasses and a pearl necklace, is sitting on the left. Dilbert, a young boy with a large head and a patterned shirt, is standing on the right with his arms raised. A speech bubble from his mother says, "YOUR WALL IS WARM, MOM." Another speech bubble from Dilbert says, "IS THAT BAD?".

YOUR WALL IS
WARM, MOM.

IS THAT
BAD?

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A black and white comic strip panel. Dilbert is shown from the chest up, looking slightly to the right. A large speech bubble contains his dialogue.

THERE'S NO WAY
TO BE SURE UNLESS
YOU REMOVE THE
SHEETROCK AND
LOOK.

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A black and white comic strip panel. Dilbert's mother is on the left, looking towards Dilbert. Dilbert is on the right, looking back at her. Two speech bubbles are shown: one from the mother and one from Dilbert.

PLEASE STOP FINDING
DEFECTS IN MY
HOUSE.

I SMELL
PROPANE.

THANKS FOR
DROPPING IN.
TOO BAD YOU
HAVE TO LEAVE
SO SOON.

YOUR SIDEWALK IS
CRACKING. YOU
NEED TO BUILD A
DRAINAGE TRENCH,
WITH SUMP PUMPS.

WHEN I TOLD HER
SHE WAS LIVING
IN A POWDER
KEG SHE MADE A
WEIRD YELPING
SOUND.

AS YOU RECOMMENDED,
I CANCELED THE
SOFTWARE UPGRADE
PROJECT.



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THAT'S THE EXACT
OPPOSITE OF WHAT
I RECOMMENDED.
YOU ONLY HEAR
WHAT YOU
WANT TO HEAR.



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YES, I DO LOOK
THINNER. IT
MUST BE BECAUSE
OF THE SIT-UP I
DID YESTERDAY.





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BY

SCOTT ADAMS

MY BOSS ASKED
ME TO GIVE HIS
PRESENTATION.



I'LL START WITH
HIS IRRELEVANT
COMPARISONS.



OUR BUDGET IS
LOWER THAN
LAST YEAR...



... WHEN WE HAD
COMPLETELY
DIFFERENT
PROJECTS.



OUR AVERAGE PRODUCT
DEVELOPMENT TIME
IS LESS...



... THAN THE
AVERAGE FOR
COMPANIES WHO
MAKE DIFFERENT
PRODUCTS.



LET'S MOVE ON TO
HIS LIST OF BLIND-
INGLY OBVIOUS
INSIGHTS.



IF IT'S OKAY WITH
YOU, I WON'T
READ THEM ALOUD.



COMPUTERS
ARE
GETTING
FASTER!

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ASOK, THE BOSS
WANTS TO SEE
YOU IN HIS
OFFICE.

HE MUST WANT
TO THANK ME
FOR ALL OF MY
HARD WORK.
AM I RIGHT?

I'M SUPPOSED TO
MEASURE YOUR
TORSO.

IS HE
KNITTING ME
A SWEATER?

I HAVE BEEN
SUMMONED TO
THE BOSS'S
OFFICE.



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HE PROBABLY
WANTS TO GIVE
ME SOME SORT
OF AWARD FOR
MY GOOD WORK
AS AN INTERN.



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WHY DO YOU NEED
TO KNOW WHERE
THAT AIR DUCT
ENDS?

IT'S BEEN
BUGGING
ME.



I HAVE NEVER BEEN SUMMONED TO YOUR OFFICE BEFORE. IT IS A GREAT HONOR FOR AN INTERN.



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I NEED YOU TO CRAWL THROUGH THIS AIR DUCT AND FIND OUT WHERE AIR COMES FROM.



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AIR COMES FROM OUT-DOORS.



NO, I THINK IT'S COMING FROM OUR BUILDING.



HELLO, MOTHER.
I CALLED TO TELL
YOU I GET YOUR
JOKE.



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YOU DON'T KNOW
WHAT I'M TALK-
ING ABOUT? HA
HA! YOU'RE
REALLY PLAYING
THIS ONE ALL THE
WAY.



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IT TURNS OUT
THAT THIS
IS MY
ACTUAL
LIFE.

IT'S
THE
GOOD
PART.



THE WAVY PATTERN
ON THE CARPET IS
MAKING ME DIZZY.



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I'D BETTER GO
HOME AND SLEEP
IT OFF.



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I'LL BE BACK
TOMORROW UNLESS
ALL THE SLEEP
MAKES ME GROGGY.



CATBERT: EVIL H.R. DIRECTOR

WALLY, YOU'VE
TAKEN SICK DAYS
FOR UNUSUAL
REASONS.



FOR EXAMPLE,
ONE DAY YOU GOT
SICK BECAUSE
YOU "...ACCIDEN-
TALLY IMAGINED
WHAT IT WOULD
BE LIKE IF YOU

WERE A
FLY."



AND
TODAY
IT'S
YOUR
HAIR?



I LATHERED
AND RINSED
BUT I DON'T
REMEMBER
REPEATING.





DILBERT®

BY

SCOTT ADAMS



OUR SAFETY DEPARTMENT HAS TESTED OUR DRINKING WATER AND FOUND NO PROBLEM.



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THEN WHY DO YOU ONLY DRINK BOTTLED WATER?

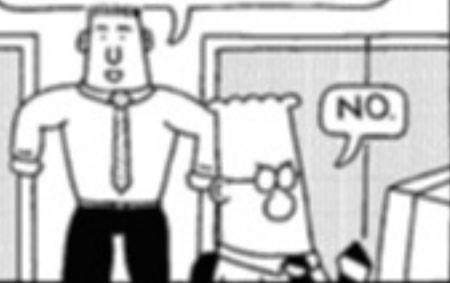


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BECAUSE THAT'S WHAT THE SAFETY DEPARTMENT DRINKS.



I'M GOING FOR A
FIFTY-MILE RUN.
WOULD YOU LIKE
TO JOIN ME?



I SIGNED UP FOR
TWO TRIATHLONS
THIS WEEKEND.
DO YOU WANT THE
ENTRY FORMS?



NEXT WEEK A FEW
OF US WILL BE
LEAPING INTO
GEOSYNCHRONOUS
ORBIT ...



ALL NEW LAPTOP
COMPUTERS WILL
BE OSBORNES.



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THEY COME WITH
SOMETHING
CALLED A FLOPPY
DRIVE.



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SOMETHING TELLS
ME WE'RE NOT
OPERATING ON
"INTERNET TIME."



I LIKE YOUR
INTERNET
BUSINESS
IDEA. LET'S
DO IT.



I SENT YOU THAT
IDEA A YEAR AGO.
SINCE THEN, FIVE
COMPANIES HAVE
GONE IPO IN THAT
SPACE.



CAN
WE
BUY
ONE OF
THEM?



IF BY "ONE"
YOU MEAN
ONE SHARE
OF STOCK,
YES.



HERE'S WHAT I
DON'T UNDER-
STAND...



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YOU JUST ASKED ME
TO FOLLOW A
PROCESS THAT HAS
FAILED THIRTY
TIMES IN A ROW



AND YOU
KNOW IT.

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AT WHAT POINT
CAN THIS NO
LONGER BE CALLED
"OPTIMISM"?



WHEN IT
SUCCEEDS?



SO, WHAT DO
YOU DO FOR
A LIVING?



I SLAVISHLY OBEY
THE INSANE
COMMANDS OF
A POINTY-HAIRED
BABOON.



THE SAD THING IS
THAT YOU'RE THE
BEST CATCH AT THIS
PARTY.

I WORK IN
A BIG BOX.





DILBERT®

BY

SCOTT ADAMS



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WALLY, TECHNOLOGY
IS A YOUNG MAN'S
GAME.



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THAT'S WHY I'M
REPLACING YOU
WITH THIS
LOW-PAID EMBRYO.



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TEACH
HIM TO
DO WHAT
YOU DO.



HE'S
ALREADY
DOING
IT.



I HEAR YOU'RE
BEING REPLACED
BY A LOW-PAID
EMBRYO. MAY I
SEE IT?



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HE IS
SO-OO
CUTE!



I'M TEACH-
ING HIM
TO DRINK
COFFEE.



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IS THAT
HEALTHY?



IT MUST
BE. I
DRINK SIX
QUARTS A
DAY, AND
LOOK AT
ME.



HOW'S THE
NEW GUY
DOING?

NOT BAD
FOR AN
EMBRYO
IN A
JAR.

I HATE THE FACT
THAT HE ONLY GOT
FERTILIZED A
WEEK AGO AND
HE GETS PAID
MORE THAN
I DO.

IN ALL FAIRNESS,
HE DOES OBSTRUCT
PROGRESS LESS
THAN YOU DO.

EVERYONE
SIDES WITH
THE CUTE ONE.

I'D BETTER RUIN THE
CAREER OF THIS
UPSTART EMBRYO
BEFORE HE REPLACES
ME.



I NEED VOLUNTEERS
TO GIVE CONSTRUCTIVE
CRITICISM TO
HUMAN RESOURCES.



I DON'T
LIKE YOUR
ATTITUDE.



AS A LEADER, I
MUST LISTEN TO
MY CUSTOMERS.



WHAT ARE YOU
HEARING FROM
OUR CUSTOMERS?

NOT A PEEP.



OUR CUSTOMERS
ARE DEFECTIVE.



A GOOD LEADER
LISTENS TO HIS
EMPLOYEES...



NO MATTER HOW
MUCH HE IS
LAUGHING ON
THE INSIDE.



MAYBE THIS
ISN'T A
GOOD TIME.





DILBERT®



BY
SCOTT ADAMS



YOUR PROJECT IS
TWENTY PERCENT
OVER BUDGET AND
TWO MONTHS LATE.



THAT'S BECAUSE
YOU BUNGLED THE
ALLOCATION OF
RESOURCES.



BOSSES HATE
THE WORD
"BUNGLED."



WALLY, YOU'RE
INVITED TO MY
NEW "AFTER-5
CLUB."

A SELECT GROUP OF
EMPLOYEES WILL
MEET AFTER WORK
TO THINK OF
CREATIVE IDEAS.

IS THERE A CLUB FOR
PEOPLE WHO KNOW
HOW TO THINK
DURING BUSINESS
HOURS?

TINA THE TECH WRITER

I GREW TIRED OF
WRITING THE SAME
OLD STORIES FOR THE
NEWSLETTER.



SO I STARTED
INVENTING STORIES
OF BIZARRE WORK-
PLACE CRIMES.



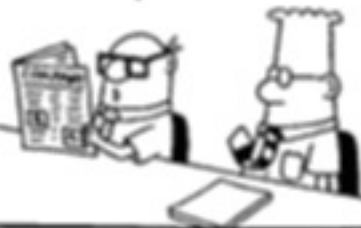
SOMETIMES WE IN
THE MEDIA HAVE
TO GIVE THE COPYCAT
CRIMINALS A LITTLE
KICK-START.



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OUR COMPANY NEWS-
LETTER HAS REPORTS
OF BIZARRE WORK-
PLACE CRIMES.



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I'VE NEVER THOUGHT
OF THESE CRIMES
BEFORE, BUT NOW
I HAVE THE URGE
TO BE A COPYCAT.



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THANK GOODNESS
MY PARENTS RAISED
ME TO BE LAZY.

THEY WERE
VERY WISE.



YOUR COMPENSATION IS RELATED TO THE NUMBER OF PEOPLE YOU MANAGE.



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LIKEWISE, MY CAREER AS DIRECTOR OF HUMAN RESOURCES DEPENDS ON THE QUANTITY OF EMPLOYEES.



IT'S AS IF THERE WERE A CONSPIRACY TO HIRE HORDES OF INCOMPETENT EMPLOYEES.



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IF I ELIMINATE
THE TRAINING
BUDGET, I CAN
AFFORD TO HIRE
TWO MORE
PEOPLE.



THEN I'LL HAVE
ENOUGH DIRECT
REPORTS TO GET A
VICE PRESIDENT
TITLE.



SHOULDN'T
WE HAVE A
STRATEGY?



I HAVE ONE.
THANKS FOR
ASKING.

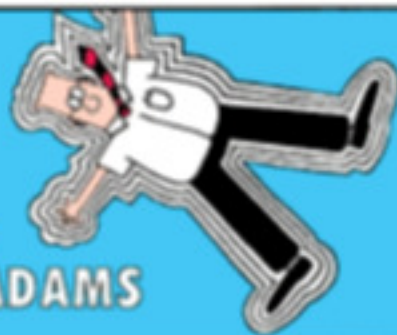




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MY BOSS IS SO DUMB,
HE BROUGHT A TAPE
MEASURE TO A
DISTANCE LEARNING
CLASS.



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HA HA
HA HA HA!



MY BOSS IS
SO DUMB...



HE PUTS POSTAGE
STAMPS ON HIS
E-MAIL.



NOW HE
CAN'T SEE
HIS PC
SCREEN.

HA
HA HA HA
HA



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HOW ABOUT YOU,
DILBERT? DO YOU
HAVE ANY DUMB
BOSS JOKES?



DILBERT, MY PC IS
WARM. I THINK OUR
FIRE WALL IS
ACTING UP.



WE'RE
SORRY.

WE
DIDN'T
KNOW.



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WRITE ON A SCRAP OF
PAPER THE NAMES OF
EMPLOYEES WHO DO
GREAT WORK AND PUT
THEM IN THE HAT IN
MY OFFICE.



AND THEN DO YOU
SELECT ONE NAME
EACH WEEK TO
RECEIVE VALUABLE
REWARDS?



NO, THE SCRAPS
OF PAPER MAKE
MY HAT MORE
COMFORTABLE.



EVERY DEPARTMENT
WAS ASKED HOW
IT COULD REDUCE ITS
BUDGET TEN PERCENT.



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YOUR PROJECT IS
VITAL TO THE FUTURE
OF THE COMPANY, SO
I CLEVERLY OFFERED
TO ELIMINATE IT,
KNOWING THEY

COULDN'T
ACCEPT.



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NOW THIS IS
THE FUNNY
PART...





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MY LONG-TERM
PLAN IS TO DRIFT
INTO A JOB WHERE
I HAVE NO IMPACT
ON ANYTHING.



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HE WAS TOO UNIN-
SPIRED TO FINISH
SWALLOWING.





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LATELY, I'VE BEEN
FEELING A LOT OF
PRESSURE TO DO
WORK.



WALLY, DO YOU
REALIZE THIS
IS YOUR JOB?



THERE - THAT'S
EXACTLY WHAT
I'M TALKING
ABOUT.





DILBERT®

BY

SCOTT ADAMS



DOGBERT'S AD AGENCY

ACCORDING TO
MY RESEARCH...

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... PEOPLE DON'T
USE YOUR PRODUCTS
WHEN THEY ARE
OUTDOORS.

SOMEHOW WE
MUST KEEP
PEOPLE INDOORS.

I RECOMMEND AN
INTENSIVE AD
CAMPAIGN...

FEATURING
THIS
SLOGAN...

OUTDOORS
IS FOR
LOSERS

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THE TV SPOT WILL
SHOW HUMMING-
BIRDS ATTACKING
A MAN IN HIS
GARDEN.

QUESTION: WOULDN'T
THAT DESTROY THE
HAPPINESS OF
GULLIBLE PEOPLE?

WE'LL TELL THEM
IT DOESN'T.

WE'LL BE DESTROYING
ANOTHER HEALTHY
COMPANY VIA A
PROCESS WE CALL
MERGING.

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NO ENGINEERS
WILL BE DOWN-
SIZED AFTER
THE MERGER.

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AND TECH WRITERS...

YES?!

SHOULD WRITE
THAT DOWN.

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TINA THE TECH WRITER

WHY MUST THE TECH WRITERS BE DOWN-SIZED AFTER THE MERGER?



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IF YOU PRICK US,
DO WE NOT BLEED
LIKE ENGINEERS?



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WHAT KIND OF
EXPERIMENT?



ALICE, I NEED A
CAREER THAT HAS
JOB SECURITY.

TEACH ME TO BE
AN ENGINEER. I
DON'T CARE IF IT
TAKES ALL DAY.

BUT DON'T TELL
ANYONE; THEY'LL
ALL TRY TO GET
IN ON THIS SCAM.

IT TAKES YEARS OF
TRAINING TO BE
AN ENGINEER.

BUT YOU DON'T
NEED ANY TRAINING
WHATSOEVER TO BE
AN ENGINEER'S
BOSS.

IT'S UNSKILLED
LABOR WITHOUT
THE LABOR.

I COULD DO
THAT.

I'D LIKE TO ENROLL
IN DOGBERT'S
ACCELERATED
MANAGEMENT
COURSE.



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TAKE OUT YOUR
CHECKBOOK AND
BEGIN YOUR FINAL
EXAM NOW.



QUESTION ONE:
WHAT IS TODAY'S
DATE?



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I CAN'T GIVE YOU
A RAISE BECAUSE
YOU CAME TO WORK
ON ONE OF YOUR
VACATION DAYS.



EMPLOYEES ARE
NOT ALLOWED TO
CHANGE VACATION
DAYS WITHOUT
PERMISSION.



ON AN UNRELATED
NOTE, TRY TO BE
MORE EMPOWERED.



DILBERT®

BY

SCOTT ADAMS



HERE ARE THE STRATEGIES FROM OUR SEVEN SILO TEAMS.

YOUR JOB IS TO MERGE THEM INTO A COHERENT COMPANY PLAN.

THESE ARE ALL MUTUALLY EXCLUSIVE.

I'D HAVE TO TOTALLY CHANGE THEM TO MAKE THEM COHERENT.

IN EFFECT, I WOULD BE DECIDING THE STRATEGY FOR THE ENTIRE COMPANY.

THAT'S OKAY.

IT IS?

NO ONE EVER READS IT ANYWAY.

I FEEL SORRY FOR THOSE LOSERS ON THE SILO TEAMS.

A black and white comic strip panel. On the left, Dilbert, a stick figure with glasses and a bow tie, stands and holds a telephone receiver. On the right, his boss, a larger man with a pointed nose and a suit, sits at a desk, also holding a telephone receiver. A large speech bubble originates from Dilbert.

YOUR PROJECT IS
TO BUILD A CALL
CENTER TO HANDLE
CUSTOMER
QUESTIONS.

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A black and white comic strip panel. The boss, a man with a pointed nose and a suit, is shown from the chest up, standing behind a desk. A large speech bubble originates from him.

KEEP THE COSTS
DOWN BY MAKING
THE WORKING
CONDITIONS
INHUMANE.

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A black and white comic strip panel. Dilbert, a stick figure with glasses and a bow tie, stands and holds a telephone receiver. A speech bubble originates from him.

MY CONSCIENCE WON'T
ALLOW ME TO HARM
INNOCENT EMPLOYEES.

A black and white comic strip panel. The boss, a man with a pointed nose and a suit, is shown from the chest up, standing behind a desk. A speech bubble originates from him.

WE WON'T BE
PAYING
ENOUGH TO
HIRE ANY
INNOCENT
EMPLOYEES.

I'VE BEEN ORDERED
TO BUILD A COMPANY
CALL CENTER WITH
INHUMANE WORKING
CONDITIONS FOR
THE EMPLOYEES.



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BUT I DON'T FEEL
GUILTY BECAUSE I'M
ONLY ACTING UNDER
ORDERS.

AND MAYBE
THEY DID
SOMETHING
TO DESERVE
IT.



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I MIGHT NEED YOUR
HELP TO DEMONIZE
THEM.

I'M ALL
OVER IT.



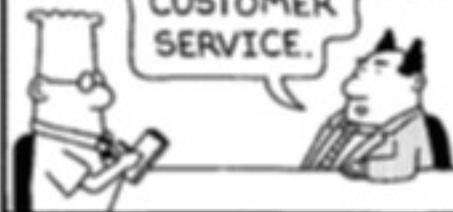
DESIGNING A CALL CENTER

GIVE THE EMPLOYEES
SIX MINUTES OF
BATHROOM BREAKS
PER SHIFT.



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TINY CUBICLES...AND
WE'LL MONITOR CALLS
AND HAVE INCOMPAT-
IBLE OBJECTIVES,
SUCH AS SPEED AND
CUSTOMER
SERVICE.



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HOW'S
THE
PROJECT
GOING?



I'M STILL
COLLECTING
THE ABUSER
REQUIRE-
MENTS.



DESIGNING A CALL CENTER

IF THE EMPLOYEES
GET THIS VOLUME OF
CALLS PER DAY THEY
WILL WISH THEY WERE
DEAD.



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BUT THEY WON'T
BE DEAD, JUST TOO
BEATEN-DOWN TO
LOOK FOR BETTER
JOBS.



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I DON'T KNOW HOW
TO MAKE IT ANY
MORE INHUMANE.

WE CAN PUNISH
THEM FOR NOT
BEING CHEERFUL.



SO, MISTER RATBERT,
WHY SHOULD I HIRE
YOU TO WORK IN MY
CALL CENTER?



I THRIVE ON THE
CHALLENGE OF
INHUMANE
WORKING
CONDITIONS.



WATCH ME GO
WITHOUT A REST-
ROOM BREAK
FOR FOUR HOURS!

YOU'RE
HIRED.





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BY

SCOTT ADAMS



I'M THE NEWLY DESIGNATED FIRE WARDEN FOR THIS FLOOR.



YOU MIGHT EXPECT ME TO BE BITTER ABOUT THIS ASSIGNMENT.



GRANTED, IT TELLS THE WORLD I WASN'T PRODUCTIVE AT MY REGULAR JOB.



AND IF THE BUILDING BURNS, I'M EXPECTED TO BE THE LAST ONE OUT.



BUT MY ONLY CONCERN IS YOUR SAFETY.



IN THE EVENT OF A FIRE, DON'T BE TOO PROUD TO PANIC.



IF THE WINDOWS WON'T OPEN, TRY FLUSHING YOURSELF TO SAFETY.



AND NEVER, EVER GET BETWEEN ME AND THE EXIT DOOR.



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THE ATTENDANCE
AWARD GOES TO
JUDY FOR MISSING
THE MOST DAYS.



I THINK WE ALL
AGREE THAT MORALE
IS HIGHER WHEN
JUDY ISN'T HERE.



WE TOOK TURNS
COUGHING ON
THE CERTIFICATE.



... AND SINCE OUR
BONUSES DEPEND
ON THINGS WE
CAN'T CONTROL...



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... CAN MINE BE
BASED ON THE
PERFORMANCE
OF SOME OTHER
COMPANY?



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YOU ASK ONE
QUESTION AND
SUDDENLY YOU'RE
NOT A TEAM
PLAYER.





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ALICE, I CARE
ABOUT YOU...



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BUT ONLY ENOUGH
TO IMPROVE YOUR
MORALE, NOT
ENOUGH TO BE
ILLEGAL IN ANY
WAY.



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SO, TELL ME ABOUT
YOUR HEALTH IN
THE LEAST SPECIFIC
WAY POSSIBLE.



DO YOU MIND IF
I PRETEND TO LIKE
YOU? I HEAR IT
INCREASES PRODUC-
TIVITY.



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I NEED TO
GO BACK TO
MY CUBICLE
NOW.

IT'S
WORK-
ING!



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I'LL COME AROUND
THE DESK SO IT
APPEARS THAT I
CONSIDER YOU
AN EQUAL.

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SO, WHAT'S
ON YOUR
LITTLE MIND?





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ALICE, YOUR NAME
WAS ACCIDENTALLY
OMITTED FROM THE
REORGANIZATION
PAPERWORK.



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YOU'RE IN A
PLACE KNOWN
ONLY AS
ORG-LIMBO.



STOP
MAKING
IT SOUND
SCARY!



WHERE
DID
ALICE
GO?



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FORGOTTEN IN
THE REORGANI-
ZATION PLAN, I
EXIST IN ORG-LIMBO.



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THE NORMAL
PEOPLE CAN'T SEE
ME OR HEAR ME.



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SOMETIMES THE
UNASSIGNED HAVE
UNFINISHED BUSI-
NESS. I CAN
SEE THEM.



I CAN CONTACT
EMPLOYEES WHO
ARE IN ORG-LIMBO.



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HELLO-O-O! WHY
DOESN'T ANYONE
RETURN MY CALLS?



COME TOWARD THE
REVISED
ORG CHART,
ALICE!

IT'S SO
BEAUTI-
FUL!



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THE COMPANY WILL
NOT BUY PDA'S FOR
EMPLOYEES.

QUESTION: WILL
YOU STILL PAY FOR
BUSINESS TRIPS
OF NO DISCERN-
IBLE VALUE?

OF COURSE.

A LOT OF PEOPLE
ARE TRAVELING
TO PALM PILOT
CALIFORNIA
LATELY.

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A HACKER BROKE
INTO OUR SYSTEM
AND FOUND OUT
OUR CORPORATE
STRATEGY.



DID HE POST IT
ON THE INTER-
NET? I'D LIKE
TO READ IT.



I'M ALSO CURIOUS
ABOUT MY OBJECTIVES
FOR THIS YEAR. DO
YOU HAVE THE GUY'S
E-MAIL ADDRESS?

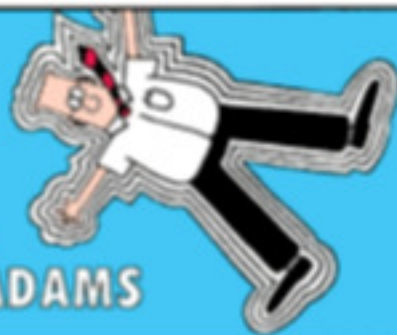




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YOUNG DILBERT

MOM, CAN I GO
SKATEBOARDING
AT THE CONSTRUCTION
SITE?

NO

WHY NOT?
EVERYONE
ELSE DOES
IT.

IF EVERYONE
JUMPED OFF A
CLIFF, WOULD
YOU DO THAT?

WELL, THAT WOULD
DEPEND ON MANY
FACTORS, INCLUDING
HEIGHT, TRAINING
AND EQUIPMENT.

BUT IF 100% OF THE
PEOPLE WHO JUMPED
OFF CLIFFS SAID
THEY ENJOYED IT,
AS IN MY SKATE-
BOARD EXAMPLE ...

... THEN I WOULD
CONCLUDE THAT
IT WAS SAFE.

A BETTER QUESTION
MIGHT HAVE BEEN,
"IF EVERYONE WORE
CLOTHES, WOULD
YOU DO THAT?"

HER CREDIBILITY
GETS WORSE
EVERY DAY.

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THIS IS OUR NEW
CEO. HE HAS A
REPUTATION AS
A TURNAROUND
EXPERT.



IT IS A PLEASURE
TO MEET YOU. DO
YOU FAVOR TQM
OR MORE OF A
BUSINESS PROCESS
APPROACH?



I'M PARTIAL TO
THE VALUE-BASED
MANAGEMENT
METHOD.

I'M NOT
FAMILIAR
WITH THAT
ONE.



EVERYONE SAYS
YOU'RE A GREAT
TURNAROUND CEO.



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WHAT DOES IT
TAKE TO TURN
AROUND A
COMPANY LIKE
THIS ONE?



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I GUESS IT'S
BETTER TO NOT
BE NOTICED THE
FIRST MONTH.



THE TURNAROUND CEO

...FROM A VALUE-BASED MANAGEMENT PERSPECTIVE IT'S CLEAR...



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...THAT THE TRAINING DEPARTMENT'S RETURN EXCEEDS THE COST OF CAPITAL...



SO PLEASE
DON'T
KILL ME.

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OKAY, YOU'RE
NEXT...AND
BEGGING
DOESN'T WORK.



THE TURNAROUND CEO

IF YOU LET ME KEEP
MY JOB, I'LL DO THE
WORK OF TEN PEOPLE.



SPECIFICALLY, IT
WOULD BE THE TEN
PEOPLE IN OUR
STRATEGIC PLANNING
GROUP.



THEY
DON'T
DO
MUCH.



I'D LIKE
YOU TO
BE MY
TRAITOR-
OUS MOLE.



THE TURNAROUND CEO

TELL ME, MOLE,
WHO CAN I FIRE
WITHOUT AFFECTING
REVENUE?



IN THEORY, YOU
COULD OUTSOURCE
EVERYTHING AND
RUN THE COMPANY
WITH ONE SMART
EMPLOYEE.



AND AT THE RISK
OF SOUNDING
RUDE, ONLY ONE
OF US KNEW
THAT.



THE TURNAROUND CEO

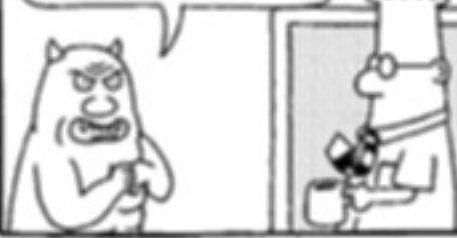
THE TURNAROUND IS COMPLETE. I'M OFF TO MY NEW JOB.



IT'S A MEAT PACKING HOUSE THAT NEEDS TO REDUCE OVERHEAD.



I FIGURE I CAN SWITCH A FEW ROOM SIGNS AND FINISH IN AN AFTERNOON.





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IN ADDITION TO
ISO 9000, WE WILL
STRIVE TO BE
QS-9000 COMPLIANT.



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THAT MEANS
FALSIFYING THE
FOLLOWING DOC-
UMENTS: QSR,
APQP, FMEA, MSA,
SPC, PPAP AND QSA.



REMEMBER, YOU
CAN'T SPELL
COMPLIANCE
WITHOUT "LIANCE."



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I BROUGHT MY KIDS
TO WORK BECAUSE
DAY CARE IS CLOSED.



TESS IS A YELLER
AND SMOKEY IS
A BITER.



WHY IS DAY CARE
CLOSED?

THE TOWNS-
PEOPLE
TORCHED
IT.



I THOUGHT YOU
WERE TELECOMMUT-
ING TODAY.

I'M SICK.

SO I CAME INTO
THE OFFICE TO
GET SOME REST
AND BE
PAMPERED.

FORTUNATELY, MY
PAJAMAS LOOK
EXACTLY LIKE
WORK CLOTHES.

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I CAN'T SEND YOU
TO THIS CLASS,
ALICE. WE
NEED YOU
HERE.



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AND AFTER WE
USE YOU UP, WE'LL
NEED YOU TO BE
SOMEPLACE
ELSE.



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WHAT WILL I DO
WHEN MY SKILLS
ARE OBSOLETE?

TRY WALKING
AROUND WITH
A COFFEE CUP.



THE WEB SITE
NEEDS TO BE MORE
WEBBISH.



BUT NOT TOO
WEBBISH.



HOW LONG WILL
THAT TAKE?



I FOUND A BOOK
ABOUT ASTRAL
PROJECTION.



I'M GONNA TRY
THIS DURING
OUR MEETING.



DOES ANYONE
WANT TO SWITCH
CHAIRS?





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CONGRATULATIONS
TO MY SECRETARY
CAROL FOR GETTING
HER MBA.



AT THIS COMPANY
WE BELIEVE HARD
WORK SHOULD BE
REWARDED.



THE NEXT TIME YOU
FETCH MY COFFEE,
GET SOME COFFEE
FOR YOURSELF
TOO!



YOU SHOULD BE
PROMOTING ME,
YOU POMPOUS
BABOON!



HOW CAN I
EXPLAIN THIS
IN THE MOST
SENSITIVE WAY?



THE SECRETARIAL
STIGMA WILL
COVER YOU LIKE
A MOUNTAIN OF
WET CARPETS
UNTIL THE DAY YOU DIE.



I'M GLAD WE
HAD THIS TALK.
I THINK IT
HELPED.



THE NEXT TIME
YOU ASK FOR
COFFEE, WE'D
LIKE TO WATCH.



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I SPEAK ENGLISH
BUT I THINK IN
FRENCH.



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SOMEDAY I'LL
TAKE FRENCH
LESSONS TO FIND
OUT WHAT THE
HECK I'M
THINKING.



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CROISSANT.



YOU'RE ALL
IDIOTS. I
QUIT!



THERE... I FOUND
A HIGHER PAYING
JOB TWO MILES
AWAY. ADIOS,
SUCKERS.



I'M THE NEW WEB
DESIGNER. I HEAR
YOU'RE IDIOTS.
WHERE'S THE ETHERNET
JACK?



WEBMISTRESS MING

OUR WEB SITE
NEEDS SOME
DANCING
SKELETONS.

NORMALLY I'D
SUGGEST DINOSAUR
PICTURES BUT
THEY'RE TOO BIG
FOR OUR DISK
DRIVES.

ARE YOU
GETTING
THIS
DOWN,
MING?

HOW DO
YOU SPELL
"SEX!?"

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I LINKED OUR WEB SITE TO VARIOUS SPONSORS WHO PAY US FOR EYEBALLS.

THOSE SPONSORS LINK TO OTHER WEB SITES WHO LINK TO US.

THE NET-NET AT THE END OF THE DAY IS WE OWE OURSELVES A BILLION DOLLARS.

EYEBALLS?

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WEBMISTRESS MING

YOU HAVE
A BROKEN
LINK.

I KNOW,
I KNOW.

YOU HAVE A
BROKEN LINK.

I KNOW,
I KNOW.

THE MEN ARE GETTING
PERVERSE PLEASURE
FROM REPORTING MY
BROKEN
LINKS.

YOUR GRAPHICS
ARE SLOW,
TOO.

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WEBMISTRESS MING

MING, I THINK
THE INTERNET
MIGHT CATCH ON.



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I RUSHED OVER
HERE SO I COULD
BE THE FIRST TO
SAY IT'S A NEW
PARADIGM.



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DID
ANYONE
BEAT
ME?



I WISH
SOMEONE
WOULD.





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DILBERT, COME
MEET THE TWO
NEW EMPLOYEES.

THIS IS SOPHIE,
ONE OF THE BEST
ENGINEERS IN
THE BUSINESS.

THE OTHER ONE IS
HER INCOMPETENT
HUSBAND.

WE HAD TO HIRE
HIM SO SOPHIE
WOULD AGREE
TO RELOCATE.

ARE YOU SAYING
I DIDN'T GET
HIRED FOR MY
TALENT?

YOU DON'T HAVE
ANY TALENT,
HONEY.

OH, THAT'S
RIGHT.

DILBERT, YOUR
JOB IS TO DO HIS
JOB IN ADDITION
TO YOUR OWN.

DO YOU WANT TO
SEE MY COLLECTION
OF SQUIRREL
HEADS?

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I RESCHEDULED
THE PRE-MEETING.

NOW THE
PRE-MEETING
IS AFTER THE
MEETING.

I'LL SCHEDULE
SOME TIME
FOR ME TO
PRE-CARE.

BEING A MANAGER
MEANS NEVER
HAVING TO BE LESS
CONDESCENDING
JUST BECAUSE
YOU'RE WRONG.



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HA
HA HA
HA HA



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DID HE FINISH
MY PERFORMANCE
EVALUATION?

I HEARD HIM
WORKING ON
IT.



I HEARD YOUR
PROJECT GOT
CANCELLED.

WHAT?

NO! NO! WHY
ME? I'LL
NEVER LOVE
AGAIN!!

I RENOUNCE
MY RELIGION.

OUCH.

FREE BLOOD PRESSURE
SCREENING TODAY

135 OVER 88.

YOU'RE BELOW
THE COMPANY
AVERAGE. HERE'S
SOME MORE WORK.

HOW LONG DID YOU
THINK YOU COULD
GET AWAY WITH
THAT?

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WE HAVE THE
BEST EMPLOYEES
IN THE WORLD...

... NOT COUNTING
THE PEOPLE WHO
REFUSE TO WORK
HERE BECAUSE THE
PAY IS SO LOW.

IMPROVE
MORALE...
DONE.

ALICE, I'VE BEEN
ASKED TO COUNSEL
YOU ABOUT YOUR
ABUSE OF
CO-WORKERS.

THE THEORY IS
THAT I CAN ALTER
YOUR PERSONALITY
BY TALKING TO YOU.

IF YOU FEEL A
TINGLE, THAT'S
PROBABLY YOUR
DNA CHANGING.



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MAY I GET
A LAPTOP
COMPUTER?

NO, BUT YOU
CAN ORDER
ONE FOR ME.

MAY I GO TO THIS
TECHNICAL SEMINAR
IN HAWAII?

NO, BUT YOU
CAN SIGN ME
UP FOR IT.

MAY I TAKE THIS
FRIDAY OFF SO I
HAVE A FOUR DAY
WEEKEND?

NO, BUT YOU CAN
SIT IN FOR ME
WHILE I TAKE
THAT FRIDAY OFF.

MAY I
EAT THIS
CATERPILLAR?

GIVE ME
THAT.

I HOPE THEY
NEVER
RECOGNIZE
THE PATTERN.

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ASOK, I WANT
YOU TO OBSERVE OUR
VP SO WE CAN FIGURE
OUT WHAT OUR
PRIORITIES ARE.

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WE'VE BUILT A
DUCK BLIND IN
HIS OFFICE USING
CUBICLE MATERIAL.

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10:28AM, THE
SUBJECT IS
FLOSSING.

2:19 P.M., THE
VP READS A
DOCUMENT.



THE SUBJECT TRIES
TO LOSE THE DOCU-
MENT TO AVOID
MAKING A DECISION.



2:21 P.M., THE
SUBJECT LEARNS
TO USE TOOLS.



WALLY, DON'T DO
ANYTHING UNTIL
WE GET THE MARKET
RESEARCH DATA.



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NO LONGER MUST
I PUT MY HAND
ON THE MOUSE
WHEN I HEAR
FOOTSTEPS.



YES!!



I'M CREATING
A WEB SITE
OF FREE
MEDICAL
ADVICE.

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GET SOME
EXERCISE,
YOU LAZY
HOG!!

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THAT'S
IT?

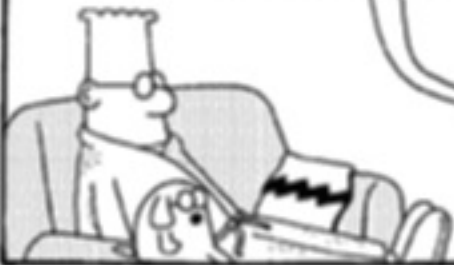
NOTHING TO
DO NOW
BUT WAIT
FOR THE
IPO.

DOGBERT MD.COM HAD
A SUCCESSFUL IPO
TODAY, NETTING
BILLIONS
FOR DOGBERT.



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THE COMPANY HAS
NO PROFIT NOW
AND EXPECTS NO
PROFIT LATER.



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THE COMPANY ISSUED
A PRESS RELEASE
THAT SAYS,
"NEENER NEENER.
PROFITS ARE
FOR LOSERS."

SUCCINCT.



NOW I'LL USE MY
HYPE-INFLATED
STOCK TO BUY
COMPANIES THAT
HAVE REAL VALUE.



THE LESSON IS
THAT HYPE
ALWAYS TRIUMPHS
OVER SUBSTANCE.



HOW'S
YOUR
MORAL
COMPASS
DOING?

SPINNING,
JUST LIKE
YOU SAID
IT WOULD!

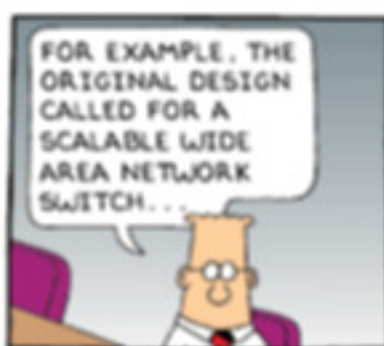




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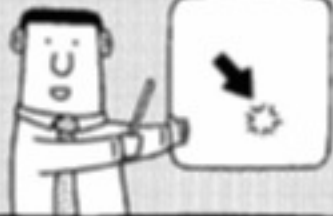


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OUR STRATEGY IS
TO DETECT ANY
TRENDS AND REACT
ACCORDINGLY.



ISN'T THAT EXACTLY
THE SAME AS NOT
HAVING A STRATEGY?



HEY, THIS
SLIDE DIDN'T
MAKE ITSELF.



I SIGNED UP FOR
AN EXECUTIVE MBA
PROGRAM.



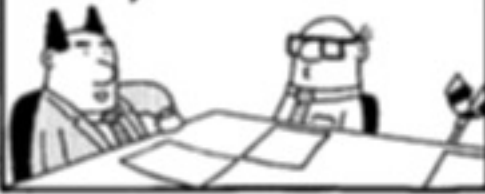
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IT'S ONE-HOUR LONG
AND I GET A DEGREE
FROM A PRESTIGIOUS
UNIVERSITY.



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I'D BETTER RUN.
I'M ALREADY A
HALF-HOUR LATE.





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THIS CONCLUDES
YOUR ONE-HOUR
EXECUTIVE MBA
COURSE.

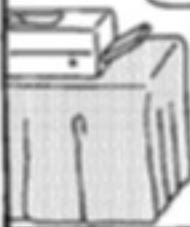


Be
Boring

Good

Remember
to embellish!

ON YOUR WAY OUT,
PICK UP A DIPLOMA
FROM THE LASER
PRINTER AND
FILL IN YOUR
NAME.



REMEMBER, YOUR
DEGREE CAN BE
PRESTIGIOUS IF
NONE OF YOU EVER
DISCUSS WHAT
HAPPENED HERE.



I SCHEDULED THE MEETING FOR 6:00 A.M. SO EVERYONE CAN MAKE IT.



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I ASSUME YOU'LL SHOW UP AT EIGHT O'CLOCK AND BLAME TRAFFIC.



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THE GREAT THING ABOUT BEING A SOCIOPATH IS THAT I ALWAYS GET ENOUGH SLEEP.



DCP

Digital Comic Preservation

DATA9724



**Don't be another one of those nose-picking leeches.
If you got it, then share it. If you like it, support the industry and buy it**